

A STRATEGY FOR THE SELECTION  
OF QUALITY ASSOCIATE PASTORS

A THESIS

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BY

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## **Dedication**

I dedicate this project first and foremost to my Lord and Savior Jesus Christ, who by our Father's grace and His love, has brought me salvation, life in His Spirit and the awesome privilege of being consecrated to pastoral ministry. "So now, since we have been made right in God's sight by faith in his promises, we can have real peace with him because of what Jesus Christ our Lord has done for us.... he has brought us into this place of highest privilege where we now stand, and we confidently and joyfully look forward to actually becoming all that God has had in mind for us to be." (Romans 5:1-2)LB

Second, I dedicate this project to my wonderful wife and helpmate in ministry, Rebecca, who has sacrificially set aside her own needs and interests to pursue this undertaking. I would not have been able to complete this project without her prayers, devotion and encouragement. In respect to the selection process, you are the best selection I will ever make. I love you my dear Rebecca! Thanks also to my three awesome children, Julie, Jonathan and Jennifer who unselfishly allowed me to work on this project. Your patience with Dad's project even extended to vacation times and Christmas day.

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## Table of Contents

Acknowledgments .....	vii
Abstract .....	viii
Chapter 1 Introduction .....	1
Chapter 2 Theological Framework .....	10
A. Theological Principles .....	10
1. Humanity .....	10
2. Salvation .....	13
3. The Person of Christ .....	22
4. The Holy Spirit .....	29
B. Biblical Principles .....	38
1. Prayer .....	39
2. Spiritual Leadership Qualifications .....	42
3. Stewardship .....	58
Chapter 3 Literature Review .....	65
A. Associate Pastor Pre-Selection Considerations .....	65
B. Selection Criteria Formation .....	70
C. The Screening Process and Information Retrieval Methods .....	72
1. The Resume .....	74
2. The Application .....	77
3. Work Samples .....	79
4. The Reference .....	80

5. Background Investigation and Related Legal Issues .....	91
D. The Screening Process and Assessment Methods .....	105
1. Interviewing .....	105
2. Testing .....	124
E. The Decision-Making Stage .....	132
F. The Uniqueness of Associate Pastor Selection .....	138
G. Summary of the Literature Review .....	142
Chapter 4 Project Design .....	146
A. Survey Research .....	146
B. Associate Pastor Selection Strategy Development .....	149
C. Associate Pastor Selection Strategy Training Sessions .....	163
D. Evaluative Research .....	166
Chapter 5 Outcomes .....	171
A. The Survey Questionnaire Results .....	171
1. Senior Pastor Background Information .....	171
2. Church Attendance Information .....	172
3. Profile Information Regarding Your Past and Present Associate Pastors .....	174
4. Negative Experiences With Associate Pastors .....	176
5. Your Associate Pastor Selection Training and Practices .....	178
6. Final Considerations on Associate Pastoral Selection .....	184

B. The Formative Evaluation Results .....	186
1. Background Information .....	186
2. Pre-Selection Principles and Practices .....	187
3. Selection Criteria Development .....	188
4. The Screening Process and Information Retrieval .....	188
5. Referencing .....	190
6. Background Checks and Related Issues .....	192
7. First In-Person Contacts With The Candidate .....	193
8. The Formal Candidacy Experience .....	194
9. The Decision-Making Stage .....	195
10. Strategy Overview .....	196
C. Summary and Future Studies .....	198
Appendix A Online Survey Questionnaire .....	201
Appendix B The Seven Selection Criteria Categories For Associate Pastor Assessment .....	220
Appendix C The Proposed Associate Pastor Selection Strategy Guide .....	238
Appendix D The Stewardship Assessment Instrument for the Proposed Associate Pastor Selection Strategy .....	239
Appendix E Associate Pastor Selection Strategy: Formative Evaluation .....	241
Appendix F Associate Pastor Selection: Survey Questionnaire Data Results .....	252
Appendix G Associate Pastor Selection Strategy: Formative Evaluation Data Results .....	266

Appendix H Suggestions and Comments Regarding the Associate Pastor Selection	
Strategy (from the Formative Evaluation.) . . . . .	280
Appendix I The Associate Pastor Selection Strategy Guide & Checklist . . . . .	282
Bibliography . . . . .	284
Vita . . . . .	289

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## **Abstract**

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Abstract:

This thesis contends that an effective strategy can be developed for the purpose of selecting quality pastoral associates. The study begins by laying down vital theological and biblical principles. Pertinent Christian and secular literature will be reviewed to discover what is known about the principles and practices common to all selection processes and those dynamics which would be uniquely oriented for associate pastor hiring.

This thesis continues by exploring the issues of: ministerial portfolio presentation; candidate profiling; ministry marketing; assessment strategy; and the legal, ethical and financial considerations in quality hiring. A questionnaire will be utilized to survey senior pastors to discover how they approach the entire hiring process of associate pastoral candidates. This project will conclude by proposing an effective strategy for hiring successful associate pastors.



## **Chapter 1**

### **Introduction**

Contemporary church culture, with its demand for the multiplicity of specialized ministries, programs, and skills, fuels the need for quality associate pastors more than ever. Churches with at least one associate pastor (usually a youth pastor) are now quite common. The rewards that come from quality associate ministers who serve with senior pastors in the local church setting cannot be overstated. Pastoral leadership over ministry departments, programs, and personnel become enhanced with a pastoral team. Associate pastors can multiply the effectiveness of pastoral care within a church. Congregations experiencing spiritual and numerical growth most frequently are blessed with quality associates who offer specialized focus to children, youth, education and worship ministries. “Church-shoppers” frequently choose churches offering a variety of ministry programs led by associate pastors. Associate pastors can assist senior pastors in shouldering the burden of church ministry and outreach; they can be their most faithful prayer partners, their best friends. Quality associate pastors offer the church not only the prospect for spiritual blessings in the present, but rewards for the kingdom in the eternal.

Yet while the selection of associate pastors can bring some of the greatest rewards to both the church and senior pastors, it also has the potentiality for some of its greatest risks. Senior pastors frequently realize they have made a wrong selection decision. Deficiencies in Christian character, competency, and interpersonal skills that initially went undetected with associates have detrimental effects upon pastoral teams and congregations. One of the greatest sources for church conflict cited by senior pastors is with

their associates. Statistics gathered on North American pastors show that: “Eighty-five percent of pastors said their greatest problem is they are sick and tired of dealing with problem people such as ...associate pastors.”<sup>1</sup> Donald Bubna in his chapter, “Dealing with Conflict in the Church,” from the book, *Refresh, Renew, Revive*, edited by H.B. London Jr., also observes this sad fact of senior - associate pastor conflict. “The second-greatest area of conflict in churches is between the senior pastor and his staff. My greatest joys and deepest pains have come through fellow staff members.”<sup>2</sup> Senior pastors often yearn for associates with whom they can share their dreams and be transparent with. Yet as Kenneth Mitchell in his work, *Multiple Ministries* notes, “But when such an opportunity finally comes, the reality is often disappointing. Sometimes the partnership fits beautifully, but too often the hoped-for partner turns out to be unreliable or a loner or a bully.”<sup>3</sup>

To compound the problem even more, there is an alarming rate of turnover within ministerial staffs, either due to resignation or termination. Bubna observes: “Statistics show that the average associate will stay less than two years in any one place.”<sup>4</sup>

The financial loss to any organization experiencing employee turnover is often much higher than considered. Bradford Smart in his book, *The Smart Interviewer: Tools and*

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<sup>1</sup>*Life-Line For Pastors*, Retrieved from <http://www.MaranathaLife.com>, Copyright © 2002 by Richard A. Murphy, Maranatha Life.

<sup>2</sup>Bubna, Donald. “Dealing with Conflict in the Church,” in *Refresh, Renew, Revive*, ed. by H. B. London, Jr. Colorado Springs: Focus on the Family Publishing, 1996, 185.

<sup>3</sup>Mitchell, Kenneth R. *Multiple Staff Ministries*. Philadelphia: The Westminster Press, 1988, 11.

<sup>4</sup>Bubna, Donald. “Dealing with Conflict in the Church,” in *Refresh, Renew, Revive*, ed. by H. B. London, Jr. Colorado Springs: Focus on the Family Publishing, 1996, 185.

*Techniques for Hiring the Best*, observes: “Major corporations estimate the costs of mis-hires to be two to four times the person’s salary.”<sup>5</sup> Mark Short in his work, “Personnel Administration,” in the *Church Administration Handbook*, edited by Bruce P. Powers, underscores the stewardship dimension to effective associate pastor selection:

A careful analysis of church budgets indicates that many congregations in the middle to large range in membership are budgeting in excess of 50 percent in annual income to paid staff....it therefore becomes imperative that the church understands the dynamics of personnel management.<sup>6</sup>

Another risk connected with associate pastor selection is the senior pastor’s reputation. Abbreviated associate pastor tenures often can cause a congregation to question the competency and character of the senior pastor and even create division. Senior pastors’ personal stock can rise or fall based upon their selection effectiveness, an associate’s performance and tenure.

Tragically, the risk bound up in associate pastoral selection today goes far beyond issues of financial loss or church conflict. Litigation, victimization, physical injury, and even death can result from associate pastors who gain inroads to a congregation as the proverbial “wolves in sheep’s clothing.” Negligent hiring is now one of the greatest risks facing churches today.<sup>7</sup>

The risks of associate pastoral hiring are amplified when one realizes the com-

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<sup>5</sup>Smart, Bradford D. *The Smart Interviewer: Tools and Techniques for Hiring the Best*. New York: John Wiley & Sons, 1989, 3.

<sup>6</sup>Short, Mark. “Personnel Administration,” in the *Church Administration Handbook*, ed. Bruce P. Powers, Nashville, TN: Broadman Press, 1985, 81.

<sup>7</sup>Hammar, Richard R. *Pastor, Church & Law*. Matthews, NC: Christian Ministry Resources, 2000, 735.

plexity of associate pastoral selection. In comparison to secular hiring there are dimensions to an associate pastor's life which must be assessed that would never be breached in secular settings. Michael Woodruff in his article, "How to Win at the Game of Hiring," expresses the uniqueness of associate pastor selection:

In a growing ministry you are what you hire. Like other information-driven positions, the talents and gifts of the people who fill the leadership slots are incredibly important. But unlike many other occupations, a...pastor's lifestyle, theological convictions, personality, and family life are also critical. To put it bluntly, when it comes to hiring church staff, there are a lot more ways to mess up than there are ways to get it right.<sup>8</sup>

It is little wonder why senior pastors often have a love-hate relationship with associate pastor selection. On one hand senior pastors are driven by the need effective church ministry demands for associate pastoral leadership, but because of hiring risks, associate minister selection can be one of the most stressful experiences senior pastors encounter. It is obvious that associate pastor selection is one of the most critical decisions a congregation or senior pastor can make.

Yet senior pastors often abrogate a quality selection process and hire ministers that only remotely match their needed criteria. By falling prey to the pressures of numerical growth, congregational demands for quality programs, and ministerial success, senior pastors can merely hire acceptable ministers instead of exceptional ones. By minimizing a quality selection process on the front end of the hiring experience, senior pastors can potentially leave congregations as well as their own ministries vulnerable to negative

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<sup>8</sup>Woodruff, Michael. (1999) "How to Win at the Game of Hiring," Retrieved September 25, 2006, from Youth Specialties Web site: [http://www.youthspecialties .com/articles/topics/job\\_help/hiring\\_game.php?](http://www.youthspecialties.com/articles/topics/job_help/hiring_game.php?)

experiences that can be quite difficult to heal. Church leadership would do well to heed the warning that Solomon sounds regarding the injurious nature of hiring that is lacking in judgement and patient diligence. Solomon observed, “Like an archer who wounds at random is he who hires a fool or any passer-by” (Proverbs 26:10). It is evident there exists a great need for a selection system to identify associate pastors whose lives and ministries - rather than presenting a risk to the Church - will bring rich rewards to the work of God.

The purpose of this thesis-project will be to propose an effective strategy for the selection of quality associate pastors. It will be this thesis-project’s assertion that a major reason for associate pastor incompatibility and high turnover is primarily due to faulty selection principles and practices. To guide the research, frame the project, and ultimately propose a strategy uniquely suited for the selection of associate pastors, the following research questions have been identified: (1) What commonly constitutes the selection training, principles, and practices of senior pastors? (2) Can a poor selection process for hiring associate pastors be the consequence of a faulty theological perspective? (3) What are the proven general principles and practices which apply to all selections of key personnel? (4) What would be the nature of an effective assessment process uniquely oriented for selecting associate pastors? (5) Can assessment tools ascertain factors which would be beneficial or detrimental to associate pastoral ministry? (6) Should background investigations be initiated during the selection process of a ministerial candidate and if so, what are the legal considerations? and (7) What is the most effective sequential development of a selection process especially oriented for associate pastors?

To develop and test the thesis, this thesis-project will include the following: a biblical/theological analysis to determine how Scriptural principles can inform a selection strategy for associate pastors; a review of both secular and Christian literature to discover what is already known about the selection process for leadership; and a project that will utilize two research methods (a questionnaire and a formative evaluation) for the development of an Associate Pastor Selection Strategy Guide.

It is not the purpose of this thesis-project to address the hiring process front end (i.e. recruiting) or back end issues (i.e. pastoral team management). The scope of this thesis-project will not only be to examine and propose the dynamics common to most hiring, but bring focus to those that are especially unique to selecting associate ministers. Sequentially, this study develops from pre-selection considerations (i.e. selection team and criteria formation) to the screening methods required to produce a few viable candidates, and finally examines the pivotal point of decision-making necessary for selection. The purpose of this project is primarily four-fold: (1) to give additional data to frame the discussion of the selection dynamics uniquely related to associate pastors; (2) to test this thesis-project's assumption that there is a corresponding relationship between the effectiveness of the selection process and associate pastor quality; (3) to provide insights lacking in the literature review to supplement the proposed associate pastor selection strategy; and (4) to prove the main thesis, that the proposed associate minister selection strategy can identify quality staff pastors. To achieve these objectives, this project will necessitate the use of two assessment instruments in the context of four stages. The assessment instruments will consist of a survey questionnaire and a formative evaluation.

The project will unfold in four stages: (1) survey research; (2) preliminary associate pastor selection strategy development; (3) associate pastor selection strategy training sessions; and (4) evaluative research.

The project's first stage will consist of a questionnaire which is designed to reveal the associate pastoral experiences, current selection principles and practices, of twelve senior pastors located in four metropolitan areas of the country (Dallas, Texas; Boston, Massachusetts; Detroit, Michigan; Long Island, New York). The questionnaire's major purpose is to test the assertion that there is a relationship between the selection process and candidate quality. The questionnaire is designed to have senior pastors introspectively evaluate their own selection practices, which I would assume to be inadequate, hopefully causing them to desire training in an effective strategy. The questionnaire was made available to senior pastors to complete on-line anonymously.

The second stage of this project will include the development of a preliminary associate pastor selection strategy to be incorporated into a training presentation for senior pastors. The third stage of this project involved two, three-hour training sessions attended by senior pastors from across the state of Michigan.

The fourth stage of this project involved the research method of the formative evaluation. Pastors trained in this thesis-project's proposed associate pastoral selection strategy were invited to give a formative evaluation of it. The formative evaluation's purpose will be to critique the proposed strategy's effectiveness to address any weaknesses, before its final framing. In their formative evaluation, senior pastors will be asked to give special focus to the assessing of the proposed selection strategy's: sequential

development; stewardship effectiveness; and dynamics uniquely suited for the associate pastoral screening process.

The project's objective will be to produce an Associate Pastor Selection Strategy Guide for church leadership. This Associate Pastor Selection Strategy Guide will be based upon the biblical, theological, and literary research along with the questionnaire findings and formative evaluative responses. The guide will not only be based upon research findings relative to associate pastor selection, but also upon personal insights for effective assessment, decision-making and hiring process.

I expect the survey research to reveal a corresponding relationship between associate turn-over and incompatibility, which could have been detected in the selection process. It is my assumption that each of the senior pastors included in this project will have had a major negative experience(s) with an associate minister they hired, due to incompatibility, disloyalty, an unexpected resignation or even a terminable offense. I also project that the majority of the pastors in my study have received little or no selection training, especially in hiring associate ministers. I believe the survey questionnaire will reveal a high degree of interest by senior pastors in being trained and becoming more effective in the selection of associate ministers.

I expect the associate pastor selection training, along with the analyses from the formative evaluations, will produce three benefits for the church: (1) the equipping of senior pastors in the unique dynamics of the associate minister selection process; (2) the formation of an Associate Pastoral Selection Strategy Guide; and (3) the selection of quality associate pastors. Project outcomes from both the survey questionnaire and the



formative evaluation will be reported in the last chapter of this thesis-project. Data results will be reviewed to evaluate the final framing of the proposed Associate Pastor Selection Strategy Guide.

Therefore, in view of the vital role a quality pastoral team can fulfill in the health and growth of a church, one cannot overstate the importance of associate pastor selection. The formulation of an associate pastor selection strategy is crucial, since choosing spiritual leadership is the most complex of all selections. It is my hope that the proposed Associate Pastor Selection Strategy Guide will not only equip church leadership with effective principles and practices for the selection of quality associate pastors, but have a positive impact upon church growth and the kingdom of God.

## **Chapter 2**

### **Theological Framework**

#### **A. Theological Principles**

An analysis of the Scriptures reveals both a theological context and biblical basis for the selection process of spiritual leadership. The theological principles that relate to the selection process for associate pastors would include: humanity; salvation; the person of Christ; and the ministry of the Holy Spirit. The following section will examine each of these principles in the context of associate pastoral selection.

##### **1. Humanity**

A correct theological view of humanity must inform the selection process of associate pastors. If the humanity of the candidate is viewed in naturalistic terms, any selection process will focus only upon natural abilities and attributes. If humanity in general is perceived as being higher life forms, but still animals without souls having only naturalistic needs, ministerial applicants would only be responsible for the care of those needs. Yet if humanity has the spark of the divine, a minister's prime responsibility will be spiritual. And in the associate pastoral selection context an applicant's spiritual dimension will have a priority focus.

The Scriptures reveal that humanity, in contrast to all other creatures is created in the image of God. Genesis 1:27 states, "So God created man in his own image, in the image of God he created him; male and female he created them." Though the exact nature of the image of God within humanity has been debated, it is clear that only humanity has been uniquely created with a spiritual dimension like our Creator. Further, the

Scriptures in both the Old and New Testaments repeatedly declare that there is an immaterial aspect which constitutes the nature of humanity:

...And the dust returns to the ground it came from, and the spirit returns to God who gave it.” (Ecclesiastes 12:7) Jesus warned, “Do not be afraid of those who kill the body but cannot kill the soul. Rather, be afraid of the One who can destroy both soul and body in hell.” (Luke 12:20)

Paul’s benediction to the Thessalonians revealed his understanding of the constitutional nature of humanity. “May God himself, the God of peace, sanctify you through and through. May your whole spirit, soul and body be kept blameless at the coming of our Lord Jesus Christ” (1 Thessalonians 5:23) It is debatable whether the Scriptures reveal humanity’s nature as dichotomous (body and soul) or trichotomous (body, soul, and spirit). What is evident throughout the Scriptures is that the constitutional nature of a person consists of more than the physical or psychological, but includes the spiritual as well.

Since the Scriptures reveal we have been created not only as physical beings, but spiritual beings as well, it teaches we have the capacity to know, love and serve God. Jesus shared this truth in the greatest commandment, “Love the Lord your God with all your heart and with all your soul and with all your mind. This is the first and greatest commandment” (Matthew 22:37-38). “God is spirit, and his worshipers must worship in spirit and in truth” (John 4:24).

In this regard, Millard Erickson, in his work, *Christian Theology*, writes:

...Whatever it is that sets man apart from the rest of the creation he alone is capable of having a conscious personal relationship with the Creator and of responding to him.... Man can love, worship, and obey his Maker. In these responses man is most completely fulfilling his Maker’s intention for him, and thus being most

fully human, since humanity is defined in terms of the image of God.<sup>9</sup>

Additionally, the Scriptures declare that the immaterial aspect that humanity has been created within the image of God is immortal. The teaching regarding the immortality of the human soul is found throughout the New Testament. In the New Testament, a future existence is revealed for both the righteous (Matthew 10:28; Luke 23:43; John 11:25f; 14:3; 2 Corinthians 5:1) and the wicked (Matthew 11:21-24; 12:41; Romans 2:5-11; 2 Corinthians 5:10).

Perceiving humanity as consisting of an immortal soul/spirit has a bearing upon the associate pastor selection process. While secular candidates are assessed according to natural qualities only, ministerial candidates must be evaluated in a holistic manner as revealed in the Scriptures. Associate pastors should not only be evaluated according to natural abilities and attributes, but must be assessed in the spiritual dimension as well. Ministers have far more than the natural responsibilities secular vocations have; they have the tremendous responsibility of caring for immortal souls. Calvin C. Ratz in his chapter, “Calling Ministerial and Program Staff,” from the book, *Leadership Handbook of Management and Administration: Practical insight from a Cross Section of Ministry Leaders*, edited by James D. Berkley, notes that because of the spiritual dimension in associate pastoral selection, calling ministerial staff is not like hiring secular employees. He writes: “Unlike secular corporations, we cannot ignore the spiritual dimension of knowing God’s

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<sup>9</sup>Erikson, Millard J. *Christian Theology*. Grand Rapids: Baker Book House, 1985, 471.

will.”<sup>10</sup> Understanding that the constitutional nature of humanity includes both the natural and spiritual dimensions makes associate pastor hiring among the most complex of selection processes. Church leadership has not only the responsibility of evaluating natural abilities and attributes in the screening process, but has as well the stewardship duty of spiritually assessing candidates.

## 2. Salvation

The pastoral office makes an evaluation of Christian character a priority. One’s view of sin, salvation, and especially sanctification, will frame the assessment process for consideration of both the candidate and the interviewer.

One’s perspective of the importance of salvation, especially for a ministerial candidate, will most certainly frame the associate pastor selection process. Minimizing or ignoring the requirement for an associate pastoral candidate to have a present day salvation experience includes a corresponding underestimation of the devastating consequences of sin. The problem of sin must first be examined before discussing how one’s view of salvation applies to associate pastoral selection,. The Scriptures reveal three predominant problems sin has created. Foremost, sin has severed humanity’s relationship with God (Isaiah 59:2; Ephesians 2:12;). Sin also corrupts the entirety of a person (Psalm 53:3; Isaiah 64:6;). Henry Thiessen in his work, *Lectures in Systematic Theology*, expresses the totality of sin’s impact upon the human condition. “The Scriptures speak of human nature as wholly depraved... Depravity has infected the whole man - mind, emo-

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<sup>10</sup>Ratz, Calvin C. “Calling Ministerial and Program Staff,” in the *Leadership Handbook of Management and Administration: Practical insight from a Cross Section of Ministry Leaders*, ed. by James D. Berkley, Grand Rapids: Baker Books, 1994., 229.

tions, and will.”<sup>11</sup> Finally, the Scriptures teach that no one - except Christ - is exempt from the universality of sin (Proverbs 20:9; Isaiah 53:6; Romans 3:23; 1 John 1:8).

It is imperative for church leadership to realize the consequences of neglecting the primacy of a candidate’s salvation. Unredeemed sin would not only mitigate a minister’s relationship with God, it would have a destructive impact on pastoral ministry, relationships and church unity. Erikson enumerates the relational effects sin produces:

(1) An increasing self-centeredness results from sin. (2) Since sin makes one increasingly self-centered and self-seeking, there will inevitably be conflict with others. (James 4:1-2).... (3) Inability to empathize with others is a major consequence of sin. (Phillippians 2:3-5) (4) Rejection of authority is often a social ramification of sin.... it restricts our doing what we want. It must be resisted or ignored, so that we might be free to do as we will. (5) Finally, sin results in inability to love. Since other people stand in our way, representing competition and a threat to us, we cannot really act for the ultimate welfare of others if our aim is self-satisfaction. And so suspicions, conflicts, bitterness, and even hatred issue from the self-absorption or the pursuit of finite values that has supplanted God at the center of the sinner’s life. Sin is a serious matter; it has far-reaching effects - upon our relationship to God, to ourselves, and to other humans. Accordingly, it will require a cure with similarly extensive effects.<sup>12</sup>

Sin’s consequences make it imperative to verify the salvation and spiritual maturity of candidates. Therefore, a correct view of salvation must be held.. A true salvation experience in Christ Jesus as taught in the New Testament is the only remedy for the problem of sin. Paul described the Christian’s immediate new position from God’s perspective, “Therefore, if anyone is in Christ, he is a new creation; the old has gone, the new has come” (2 Corinthians 5:17). Paul shares that aspect of salvation

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<sup>11</sup>Thiessen, Henry C. *Lectures in Systematic Theology*. Grand Rapids: William B. Eerdmans Publishing Company, 1949, 192.

<sup>12</sup>Erikson, Millard J. *Christian Theology*. Grand Rapids: Baker Book House, 1985, 619.

known as regeneration or conversion which occurs instantaneously at the moment one places faith in Christ. Yet another vital aspect to salvation for the purpose of our discussion is sanctification. Erikson expresses the difference between regeneration and sanctification:

Although regeneration is instantaneously complete, it is not an end in itself. As a change of spiritual impulses, regeneration is the beginning of a process of growth which continues throughout one's lifetime. This process of spiritual maturation is sanctification.<sup>13</sup>

Erikson defines sanctification as that facet of salvation which causes the believer to be holier. "There also is a progressive alteration of the individual's spiritual condition; one actually becomes holier. This progressive subjective change is referred to as sanctification (making holy).<sup>14</sup> Numerous New Testament passages expand upon sanctification:

And that is what some of you were. But you were washed, you were sanctified, you were justified in the name of the Lord Jesus Christ and by the Spirit of our God (1 Corinthians 6:11); May God himself, the God of peace, sanctify you through and through. May your whole spirit, soul and body be kept blameless at the coming of our Lord Jesus Christ (1 Thessalonians 5:23); And by that will, we have been made holy through the sacrifice of the body of Jesus Christ once for all... because by one sacrifice he has made perfect forever those who are being made holy. (Hebrews 10:10,14)

In light of the believer's regeneration and sanctification, three important questions arise pertaining to associate pastor selection: (1) Does regeneration and sanctification guarantee perfection in the believer's earthly life? (2) If a candidate states that he/she is a Christian, do they need to undergo a screening process (utilizing such methods as referencing, background investigation, and interviewing) which would assess spiritual, charac-

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<sup>13</sup>Ibid., 945.

<sup>14</sup>Ibid., 905.

ter and moral issues? (3) Does a Christian interviewer's sanctification exempt him/herself from subjective biases and prejudices in assessment and decision-making?

Erikson observes that the issue of complete or incomplete sanctification has been a controversy throughout church history.<sup>15</sup> Can a Christian arrive at a sinless state?

Erikson states those who hold such a high view of sanctification believe Christians can come to a point where they no longer sin tend to be Arminians, while Calvinists usually maintain perfection will not occur in a believer's earthly existence.<sup>16</sup> He relates that perfectionists teach though Christians can arrive at a point where a believer does not sin. It does not mean these believers cannot sin, but that they do not sin.<sup>17</sup> For instance, perfectionists use such proof texts as:

Be perfect, therefore, as your heavenly Father is perfect. (Matthew 5:48) until we all reach unity in the faith and in the knowledge of the Son of God and become mature, attaining to the whole measure of the fullness of Christ (Ephesians 4:13); He who does what is sinful is of the devil, because the devil has been sinning from the beginning.... No one who is born of God will continue to sin, because God's seed remains in him; he cannot go on sinning, because he has been born of God. (1 John 4:8-9)

However, both Scriptural evidence and scholarly arguments are weighted against the prospect of being able to arrive at sinless perfection in this life. For Thiessen, progress in sanctification does not mean that perfection can be attained.<sup>18</sup> He contends:

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<sup>15</sup>Ibid., 971.

<sup>16</sup>Ibid., 971

<sup>17</sup>Ibid., 971

<sup>18</sup>Thiessen, Henry C. *Lectures in Systematic Theology*. Grand Rapids: William B. Eerdmans Publishing Company, 1949, 290.



“Perfect” or “blameless” is used of several people in Scripture; yet it does not mean sinless (i.e. Noah, Job, Abraham,). Jesus commanded, “Be perfect, therefore, as your heavenly Father is perfect” (Matthew 5:48); if this refers to absolute sinlessness and likeness to God, then no Christian has ever yet attained to this precept. It is clear from the context that Jesus is exhorting his followers to be like the Father in displaying love to both good and bad. Paul disclaims being already perfect in one breath and in the next claims to be perfect. (Phil. 3:12,15) It is evident that one is positional perfection and the other experiential perfection.... It is clear from these and other Scriptures that absolute perfection is not to be expected in this life.<sup>19</sup>

William Menzies and Stanley Horton, *Bible Doctrines*, contend the Scriptures reveal the instantaneous and positional sanctification of the believer in contrast to the behavior and progressive maturity of the believer.<sup>20</sup>

We are saints not ... because we have reached final perfection, but because we are headed in the right direction. However, what is declared instantaneously and legally about the believer is not realized in actual holiness .... The old nature is not “rooted out” as the Wesleyan doctrine of “eradication” would say. That doctrine is predicated on an understanding of sin as a “something” rather than as a relationship.... That which marks the true perfection of a child of God is not his arrival at absolute sinless perfection, but his upward aspiration.<sup>21</sup>

In respect to the use of 1 John 3:8f. as a proof text for perfection in this life, Thiessen contends that since the Greek words here are in the present tense. They remove the possibility John is referring to sinless perfection.<sup>22</sup> He contends John’s true meaning could be better understood as, “He that habitually sins is of the devil; he that is of God

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<sup>19</sup>Ibid., 291.

<sup>20</sup>Menzies, William W. and Stanley M. Horton. *Bible Doctrines*. Springfield, Mo: Gospel Publishing House, 1994, 150.

<sup>21</sup>Ibid., 150

<sup>22</sup>Thiessen, Henry C. *Lectures in Systematic Theology*. Grand Rapids: William B. Eerdmans Publishing Company, 1949, 291

does not repeatedly sin.” Thiessen states:

If this is not the meaning, then John contradicts himself in this very Epistle, for he tells the believer what to do in case he sins. (1 Jn. 2:1f.)....The believer is enjoined not to sin, but if he sins he has a remedy. John further says that if we walk in the light, the blood of Jesus His Son, purifies us from all sin. (1 John 1:7) And again, If we claim to be without sin, we deceive ourselves and the truth is not in us. (1:8) Surely we must conclude that John does not teach sinless perfection. Perfection will not come until we see Christ and are completely made like Him, ...what we will be has not yet been made known. But we know that when he appears, we shall be like him, for we shall see him as he is. (1 John 3:2)<sup>23</sup>

Thiessen notes actual holiness will only occur at our reunion with Christ.

Complete and final sanctification awaits the sight of Christ. No matter how much progress we may have made in the life of holiness, entire conformity to Christ will only be realized when “the perfect comes” and “the partial will be done away” (1 Corinthians 13:10).<sup>24</sup>

Therefore, church leadership cannot afford to be naive or negligent in performing quality associate pastor selection just because candidates state they are Christians.

Christian candidates should not be viewed as being exempt from spiritual, character or moral flaws. Not only should Christian character be a primary selection criterion for ministerial candidates, it must be properly assessed and confirmed in the screening process.

Jesus Himself warned His followers about naively embracing those who outwardly had righteous trappings, but in reality would be lethal to His church, “Watch out for false prophets. They come to you in sheep’s clothing, but inwardly they are ferocious wolves” (Matthew 7:15). Additionally, our Lord does not leave us in confusion regarding

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<sup>23</sup>Ibid., 291.

<sup>24</sup>Ibid., 292

assessing and confirming genuine salvation in others, “By their fruit you will recognize them.... A good tree cannot bear bad fruit, and a bad tree cannot bear good fruit” (Matthew 7:16, 18). In Luke’s parallel of Matthew 7:16f., Jesus reveals that words as well as behavior testify to one’s spiritual disposition, “The good man brings good things out of the good stored up in his heart, and the evil man brings evil things out of the evil stored up in his heart. For out of the overflow of his heart his mouth speaks” (Luke 6:45). Jesus’ insight on words and behavior revealing spiritual character offer a sound biblical principle for such screening methods as referencing and interviewing which will be examined in the next chapter.

Paul also reveals how to assess the genuineness of salvation in others, also using the analogy of fruit, “But the fruit of the spirit is love, joy, peace, patience, kindness, goodness, faithfulness, gentleness and self-control” (Galatians 5:22-23). In respect to the manifestation of spiritual fruit as the proof of true Christianity, David Lim in his chapter, “Spiritual Gifts,” from the book *Systematic Theology*, ed. by Stanley M. Horton, writes: “Fruit has to do with growth and character; life-style is the key test of genuineness. The fruit in Galatians 5:22-23 are the nine graces which make up the fruit of the Spirit - the life-style of those who are indwelt and energized by the Spirit.”<sup>25</sup>

Erikson observes how the “fruit of the Spirit” is a manifestation of sanctification, evidence that the life of Christ is being produced in the believer.<sup>26</sup> He explains the Holy

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<sup>25</sup>Lim, David. *Spiritual Gifts, in Systematic Theology*, ed. by Stanley M. Horton, Springfield, MO: Logion Press, 1994, 479

<sup>26</sup>Erikson, Millard J. *Christian Theology*. Grand Rapids: Baker Book House, 1985, 875.

Spirit's work in sanctification is both positive and negative. On one hand the Spirit is at work mortifying the sin nature (Rom. 8:13), while on the other there is the positive manifestation of Christ-likeness.<sup>27</sup> If believers walk by the Spirit instead of pursuing the desires of the sin nature, the Spirit will produce in them the Christ-like qualities known as the "fruit of the Spirit."<sup>28</sup> In speaking of the Holy Spirit's work in producing the fruit of the Spirit in the life of the believer, Erikson states: "These qualities cannot in their entirety be produced in human lives by unaided self-effort. They are a supernatural work."<sup>29</sup>

Often senior pastors and church leadership are guilty of negligent hiring because a candidate's gifts became the primary focus of the selection process. The church at Corinth aptly illustrates the problem of placing a priority upon the "gifts of the Spirit" over the "fruit of the Spirit." Paul could tell the Corinthian church, "...you do not lack any spiritual gift..." (1 Corinthians 1:7). Yet Paul also had to say, "Brothers, I could not address you as spiritual but as worldly - mere infants in Christ" (1 Corinthians 3:1). This gifted church was plagued by strife, immorality, and false doctrine. Lim relates the perspective one must have of the "gifts" in relation to the "fruit:"

The fruit becomes the method of exercising the gifts. All the fruit is wrapped up in love, and any gift, even in its fullest manifestation, apart from love is nothing.... Without holy living accompanying the gifts, the name of Christ is shamed. Truly effective ministry is blunted. . . Holiness is vital to true spiritual ministry.<sup>30</sup>

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<sup>27</sup>Ibid., 875.

<sup>28</sup>Ibid., 875.

<sup>29</sup>Ibid., 875.

<sup>30</sup>Lim, David. *Spiritual Gifts, in Systematic Theology*, ed. by Stanley M. Horton, Springfield, MO: Logion Press, 1994, 483.

Senior pastors and church selection teams must not only confirm authentic Christianity in the life of an associate pastoral candidate by verifying “the fruit of the Spirit” as being operative. They must give it primacy over an applicant’s gifts.

Finally, a correct theological view of salvation will equip church leadership in the associate pastor selection process in a case where a desirable candidate reveals a questionable pre-conversion past (i.e. a particularly immoral or criminal background). For example, a selection team could be divided in their consideration of a desirable associate pastor candidate who reveals that prior to his conversion he was guilty of the crime of rape, was convicted, and served prison time. One half of the selection team could argue God’s grace is greater than any sin. They could cite: “Therefore, there is now no condemnation for those who are in Christ Jesus...” (Romans 8:1); “Therefore, if anyone is in Christ, he is a new creation; the old has gone, the new has come” (2 Corinthians 5:17). Yet the other half of the selection team could argue that though the candidate’s past has been forgiven, the consequences of his crime still remain and would mitigate both his and the church’s ministry. The issue confronting this selection team is a matter of soteriology. Is salvation so pervasive the consequences of our past actions are restored?

Relative to salvation, Erikson draws a sharp contrast between the temporal consequences of sin and the eternal consequences of sin.<sup>31</sup> He observes the consequences of sin seem to linger on, even after sin has been forgiven and the sinner justified.<sup>32</sup> He cites the example of David, who was told by God that his sin had been put away so that

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<sup>31</sup>Erikson, Millard J. *Christian Theology*. Grand Rapids: Baker Book House, 1985, 961.

<sup>32</sup>Ibid., 961

he would not die, but the child born to Bathsheba would perish because of David's sin (2 Sam. 12:13-14).<sup>33</sup> Erikson has an answer for those who question if God truly granted

David grace:

We need to make a distinction here between the temporal and eternal consequences of sin. When one is justified, all of the eternal consequences of sin are canceled. This includes eternal death. But the temporal consequences of sin, both those which fall on the individual and those which fall on the human race collectively, are not necessarily removed.... A number of these consequences follow from our sins in a cause-and-effect relationship which may be either physical or social in nature. In David's sin...we see the results in the tragedies which later transpired: rape, murder, and rebellion. Sin is not something to be treated lightly.<sup>34</sup>

Therefore, in reference to the previous example of a candidate who had committed a sexual crime in his pre-conversion past, the Scriptures reveal salvation has brought him total justification, forgiveness, and the cancellation of sin's eternal consequences. Yet the temporal consequences of his sinful actions (i.e. the church's legal liability or community reputation) remain unchanged.

### 3. The Person of Christ

The leadership quotient should be a pivotal factor in the selection of any pastor. The possession of fine Christian qualities does not automatically translate into leadership. Church leadership must assess associate pastoral candidates for their leadership ability. Yet often there will be as many leadership perspectives in a ministerial assessment process as there are members on the selection team. While some might prefer a pastoral leadership style to be highly directive and administrative, others could desire one that is

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<sup>33</sup>Ibid., 961.

<sup>34</sup>Ibid., 961.

inspirational and charismatic. For this reason, a sound theological basis for leadership must guide associate pastor selection. The particular kind of leadership called to minister to the people of God in the Scriptures is spiritual leadership. Additionally, the greatest spiritual leader who led the greatest movement in all history is Jesus Christ and His leadership style was “servant-leadership.” Ted Engstrom in his book, *The Making of a Christian Leader*, writes:

Leadership is often mistakenly considered a product of one’s natural abilities and personality traits, including his mental capacity, enthusiasm, and power to persuade. These are not the only, or even the main, ingredients for spiritual leadership. The main quality is that possessed by Jesus...the willingness to sacrifice for the sake of the determined objectives. It is best expressed in a person who is willing to serve others.<sup>35</sup>

Spiritual leadership should be a primary consideration in the selection criteria of any associate pastoral candidate. Christ’s incarnation, His ministry, and His death reveal the chief characteristic of spiritual leadership, “servant-leadership.”

The New Testament reveals Christ as the supreme example of servant-leadership. Through Christ’s leadership and those spiritual leaders who emulated His leadership style, the Gospel spread from Jerusalem to the very palace of Nero in one generation. Paul declared that Christ’s revelation of servant-leadership began with His incarnation. “Who being in very nature God, did not consider equality with God something to be grasped, but made himself nothing, taking the very nature of a servant, being made in human likeness” (Philippians 2:6-7). Though the specific essence of Christ’s kenosis is debatable, Erikson contends that it primarily revolves around Christ’s coming as a

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<sup>35</sup>Engstrom, Ted W. *The Making of a Christian Leader*. Grand Rapids: Zondervan, 1976, 64.

servant:<sup>36</sup>

A better approach to Philippians 2:6-7 is to think of the phrase “taking the form of a servant” as a circumstantial explanation of the kenosis.... While the text does not specify what he emptied himself of, it is noteworthy that “the form of a servant” contrasts sharply with “equality with God” (v. 6). We conclude that it is equality with God, not the form of God, of which Jesus emptied himself.<sup>37</sup>

\_\_\_\_\_ Jesus revealed His servant-leadership in His teaching. When the mother of James and John requested her sons sit at Jesus’ right and left in His Kingdom, a divisive spirit developed among the other ten disciples causing Jesus to say:

You know that the rulers of the Gentiles lord it over them, and their high officials exercise authority over them. Not so with you. Instead, whoever wants to become great among you must be your servant, and whoever wants to be first must be your slave - just as the Son of Man did not come to be served, but to serve, and to give his life as a ransom for many. (Matthew 20:25-28)

Jesus also taught that we are not to seek special distinctions and titles: “But you are not to be called ‘Rabbi,’ for you have one Master and you are all brothers” (Matthew 23:8).

In respect to positional authority in contrast to servant-leadership, Stuart Briscoe in his chapter, “Leadership in the Church,” from the book *Refresh, Renew, Revive*, writes, “The insecure pastor trumpets his title. The secure pastor is a servant leader who’s willing to work through other people and let them have the credit for his ideas.”<sup>38</sup> At the Last Supper when the disciples argued over which of them was the greatest, Jesus once again instructed them in servant-leadership basics:

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<sup>36</sup>Erikson, Millard J. *Christian Theology*. Grand Rapids: Baker Book House, 1985, 735.

<sup>37</sup>Ibid., 735.

<sup>38</sup>Briscoe, Stuart. “Leadership in the Church” in *Refresh, Renew, Revive*, ed. by H. B. London Jr., Colorado Springs: Focus on the Family Publishing, 1996, 150.



The kings of the Gentiles lord it over them; and those who exercise authority over them call themselves Benefactors. But you are not to be like that. Instead, the greatest among you should be like the youngest, and the one who rules like the one who serves. For who is greater, the one who is at the table or the one who serves? Is it not the one who is at the table? But I am among you as one who serves. (Luke 22:25-27)

Engstrom observes how Jesus brought a radically new definition to greatness in leadership. “Jesus teaches all leaders for all time that greatness is not found in rank or position but in service. He makes it clear that true leadership is grounded in love which must issue in service.”<sup>39</sup>

Christ’s servant-leadership was clearly manifested in His ministry and service to others. He healed the sick, He fed the hungry, He reached out to the outcasts of His society, He encouraged the poor and broken-hearted, He blessed the children, and He purposely touched the defiled untouchables. Reflecting upon Christ’s completely other-centered ministry, Engstrom remarks, “True greatness, true leadership is achieved in selfless service to others.”<sup>40</sup>

Jesus also revealed himself as a “servant-leader” through His humility. Upon His triumphant entry into Jerusalem, rather than revealing His transcendent glory or sitting astride the white stallion of conquerors, the Messiah rides upon a donkey in direct fulfillment of prophecy: “See, your king comes to you, righteous and having salvation, gentle and riding on a donkey...” (Zechariah 9:9) Leaders upon white chargers intimidate, while servant-leaders astride donkeys are approachable, gentle, humble. Servants

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<sup>39</sup>Engstrom, Ted W. *The Making of a Christian Leader*. Grand Rapids: Zondervan, 1976, 37.

<sup>40</sup>*Ibid.*, 39.

humbly carry burdens for others; in like manner Jesus in humility offers to shoulder our burdens so we might enjoy His peace. “Come to me, all you who are weary and burdened, and I will give you rest. Take my yoke upon you and learn from me, for I am gentle and humble in heart, and you will find rest for your souls” (Matthew 11:28-29). Sanders observes how humility characterized Christ’s leadership and its critical importance to spiritual leadership:

In God’s scale of values, humility stands very high. Self-effacement, not self-advertisement, was Christ’s definition of leadership. In training His disciples for their coming positions of authority, He told them they must not be pompous and overbearing like the Oriental despots, but humble and lowly like their Master.<sup>41</sup>

Engstrom notes how Jesus’ servant-leadership style married ambition and humility:

Jesus gave to the disciples a different standard of ambition and greatness.... It is not to be according to worldly standards where men seek gain. Ambition is to be clothed with humility. It is not the number of one’s servants that count, but the number whom one serves.<sup>42</sup>

When a spirit of discord invaded the Last Supper, Jesus chose to leave the supreme example of being a servant-leader to His disciples. John reports Jesus chose the garb of a servant and washed the disciples feet, even those of Judas, and said:

Do you understand what I have done for you?...you call me ‘Teacher’ and ‘Lord,’ and rightly so, for that is what I am. Now that I, your Lord and Teacher, have washed your feet, you also should wash one another’s feet. I have set you an example that you should do as I have done for you. I tell you the truth, no servant is greater than his master, nor is a messenger greater than the one who sent him. Now that you know these things, you will be blessed if you do them. (John 13:12-17)

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<sup>41</sup>Sanders, Oswald J. *Spiritual Leadership*. Chicago: Moody Press, 1967, 89.

<sup>42</sup>Engstrom, Ted W. *The Making of a Christian Leader*. Grand Rapids: Zondervan, 1976, 39.

Sanders comments on the uniqueness of this event when Jesus washed His disciple's feet.

"It is noteworthy that only once did Jesus say that He was leaving His disciples an example, and that was when He washed their feet - an example of servanthood."<sup>43</sup> Jesus demonstrated that real leaders serve and this is what Menzies and Horton declare should be the goal of ministers. "Those called to... ministry are not to seek to go to the top, nor are they to seek fame, worldly power, or special privilege. Instead, loving, faithful, humble service, giving themselves for the Lord and for others, will mark all they do."<sup>44</sup>

When Paul wrote to the Romans, he identified himself as "Paul, a servant of Jesus Christ, called to be an apostle" (Rom. 1:1). In the same manner, every minister of Jesus Christ can identify himself as one who is called to serve Jesus Christ, the church and others.

Lastly, Jesus revealed Himself as the servant-leader in His suffering and death. While His washing of the disciple's feet was the supreme illustration of servant-leadership, His suffering and death upon the cross for the washing away of sins was the supreme act of His servant-leadership. Christ's entire mission, incarnation, and ministry had been characterized by serving, unselfish giving, and sacrifice, but these attributes express their greatest revelation and climax at the cross. "For even the Son of Man did not come to be served, but to serve, and to give his life as a ransom for many" (Mark 10:45). Christ's servant-leadership is the ideal model of sacrificial service in spiritual leadership. In this respect Sanders notes: "The spiritual leader will choose the hidden

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<sup>43</sup>Sanders, Oswald J. *Spiritual Leadership*. Chicago: Moody Press, 1967, 26.

<sup>44</sup>Menzies, William W. and Stanley M. Horton. *Bible Doctrines*. Springfield, Mo: Gospel Publishing House, 1994, 185.

pathway of sacrificial service and the approval of His Lord rather than the flamboyant assignment and the adulation of the unspiritual crowd.”<sup>45</sup>

The revelation of Christ’s servant-leadership in the Scriptures must inform associate pastor selection. It is understood intuitively that pastors must be leaders, yet selection teams must be in unanimity in appropriating the right model of leadership. Jesus is the ideal model of leadership: the servant-leader. The traits of servant-leadership inform the selection criterion for spiritual leadership in the assessment of ministerial candidates. For instance, in performing referencing or interviewing of associate pastoral candidates, more than acts of service should be sought. Rather a consistent attitude of Christ-like servant-leadership should be the standard for spiritual leadership. In this regard Sanders writes:

In stating that primacy in leadership comes by way of primacy in servanthood, Jesus did not have in mind mere acts of service, for those can be performed from very dubious motives. He meant the spirit of servanthood, which He expressed when He claimed, “I am among you as He that serves.”<sup>46</sup>

Finally Engstrom gives excellent advice to church selection teams seeking to find the right kind of leadership for an associate pastoral position:

New Testament leadership is not flashy public relations and platform personality, but humble service to the group. The work of God is to be carried on by spiritual power, not personal magnetism, as Paul clearly pointed out in 1 Corinthians 1:26-31. Some leaders may serve the Word, and some leaders may serve tables, but all leaders serve.<sup>47</sup>

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<sup>45</sup>Sanders, Oswald J. *Spiritual Leadership*. Chicago: Moody Press, 1967, 89.

<sup>46</sup>Ibid., 27.

<sup>47</sup>Engstrom, Ted W. *The Making of a Christian Leader*. Grand Rapids: Zondervan, 1976, 41.

#### 4. The Holy Spirit

\_\_\_\_\_A main assertion of this thesis-project is that a quality hiring process for associate pastors is among the most complex of selections. That is because it usually is not easily decided with a membership vote (as would typically be the case with a senior pastor) but is decided by a few, often just the senior pastor. Yet the spiritual dimension makes ministerial selection so unique from most other hiring decisions. Ministerial selection is ultimately a spiritual decision that must be appropriated through spiritual means. The Scriptures both report and teach that God gives His people guidance and this is especially true in the New Testament, where God the Holy Spirit is seen actively guiding the church. This section will examine the role of the Holy Spirit in providing guidance in the context of associate pastor selection. In addition, the Holy Spirit's gifts of wisdom and discernment will be examined in light of equipping associate pastor selection teams for decision-making.

The evidence for the guiding ministry of the Holy Spirit is abundant. Jesus was led by the Spirit into the desert to be tempted (Matthew 4:1). Philip was guided by the Spirit from the Samaritan revival to the desert to minister to the Ethiopian Eunuch (Acts 8:29). Peter was sent by the Spirit to minister to the Gentiles at the home of Cornelius (Acts 10:19; 11:12). The Spirit called and sent out Paul and Barnabas as the first missionaries (Acts 13:1-4). When the time came for a critical decision to be made regarding the status of the Gentiles, the Spirit guided the Church in sound decision-making (Acts 15:28). Paul was led by the Spirit in his missionary journeys. On one of his missionary journeys the apostle Paul wanted to preach the gospel in the province of

Asia, but he was “kept by the Holy Spirit from preaching the word in the province of Asia” (Acts 16:6). Later, Paul was privileged to preach in that region, but it was not yet the Lord’s will at the time mentioned in Acts 16. In verse 7, we are told Paul and his party wished to go into Bithynia, “but the Spirit of Jesus would not allow them to” (Acts 16:7). Anthony Palma in his book, *The Spirit-God in Action*, states: “Sensitivity to the leading of the Holy Spirit was one of Paul’s marks as a mature Christian.”<sup>48</sup>

The New Testament teaches that it is the special ministry of the Holy Spirit to guide believers. Paul instructed the Romans, “...those who are led by the Spirit of God are sons of God (Romans 8:14). Jesus taught His disciples: “But when he, the Spirit of truth, comes, he will guide you into all truth... “(John 16:13). Though it can be argued that Jesus was mainly referring to the illuminating ministry of the Holy Spirit in respect to doctrinal truth, the evidence is clear from the New Testament. It is the Lord’s desire to guide His children in the work of His church.

The guiding ministry of the Holy Spirit should not be considered just in terms of directing a selection team, but also in the leading or calling of a candidate. The selection criteria for a minister should seek confirmation of his/her calling to pastoral ministry, a specific pastorate and a specific ministry (i.e. youth ministry). In his book, *Becoming a Leader*, Elmer Towns describes the Spirit’s guidance in the calling of a minister in the context of Paul and Barnabas’ call to apostolic ministry (Acts 13:1-4). “A last part of the call is that it came from the Holy Spirit. No man can issue the call to himself, the call of

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<sup>48</sup>Palma, Anthony D. *The Spirit - God in Action*. Springfield, MO: Gospel Publishing House, 1974, 64

God comes from the Holy Spirit.”<sup>49</sup> Church selection teams should ascertain a sense of a candidate’s calling, and more specifically, ask if they sense the guidance of the Holy Spirit in their ministry transition.

The integral role of the Holy Spirit in providing guidance to the church comes into even sharper clarity when we examine the gifts of the Spirit. The body of teaching regarding spiritual gifts, especially in the New Testament, underscores their importance (Romans 12:6-8; 1 Corinthians 12:4-11, 28-30; Ephesians 4:7-13; 1 Peter 4:10). Two gifts seem especially applicable for the associate pastor selection process: wisdom and discernment.

The New Testament contrasts God’s wisdom from all other forms of wisdom. “But the wisdom that comes from heaven is first of all pure; then peace-loving, considerate submissive, full of mercy and good fruit, impartial and sincere” (James 3:14-17). Sanders differentiates God’s wisdom from knowledge and discusses its operation in the life of a believer:

It involves the knowledge of God and of the intricacies of the human heart. It is much more than knowledge; it is the right application of knowledge in moral and spiritual matters, in meeting baffling situations, and in the complexity of human relationships.... Knowledge is gained by study, but when the Spirit fills a man, He imparts the wisdom to use and apply that knowledge correctly.<sup>50</sup>

One of the promises of Scripture is that God’s wisdom is available to believers who ask with an expectation God will answer. “If any of you lacks wisdom, he should ask God,

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<sup>49</sup>Towns, Elmer. *Becoming a Leader*. Lynchburg, VA: Church Growth Institute, 1986, 71.

<sup>50</sup>Sanders, Oswald J. *Spiritual Leadership*. Chicago: Moody Press, 1967, 82.

who gives generously to all without finding fault” (James 1:5).

In addition to the general wisdom the Lord has promised to bless believers with, there appears to be strong evidence from the New Testament of times when God gives a specific impartation of wisdom. Paul enumerates this message of wisdom as one of the particular gifts of the Holy Spirit in 1 Corinthians 12, “To one there is given through the Spirit the message of wisdom,...” (1 Corinthians 12:8). This message of wisdom seems to be interchangeable with another expression Paul uses: “revelation.” Paul writes:

Now, brothers, if I come to you and speak in tongues, what good will I be to you, unless I bring you some revelation or knowledge or prophecy or word of instruction?... What then shall we say, brothers? When you come together, everyone has a hymn, or a word of instruction, a revelation, a tongue or an interpretation. All of these must be done for the strengthening of the church. (1 Corinthians 14:6, 26)

In circumstances requiring insight, decision-making, or selection, the Holy Spirit is seen giving definitive guidance via a message of revelation or wisdom. An example of supernatural insight is evidenced in Peter’s confession of Christ. Simon Peter answered, “You are the Christ, the Son of the living God. Jesus replied, “Blessed are you, Simon son of Jonah, for this was not revealed to you by man, but by my Father in heaven.” (Matthew 16:16-17)

Undoubtedly, it was a word of wisdom that was imparted to one of the spiritual leaders at Antioch in Acts 13 which resulted in the selection of Paul and Barnabas for missionary service. While the spiritual leadership at Antioch ministered to the Lord and fasted, the Holy Spirit said, “Set apart for me Barnabas and Saul for the work to which I have called them. So after they had fasted and prayed, they placed their hands on them



and sent them off” (Acts 13:2-3).

Paul writes the Galatians that his meeting with the Jerusalem church leadership (over the issue of Gentile converts complying with the Mosaic law) was initiated by revelation. “I went in response to a revelation and set before them the gospel that I preach among the Gentiles” (Galatians 2:2).

Was the gift of wisdom in operation for the address and the judgment given by James in Acts 15:13-21, that decided the issue regarding the Gentiles and their compliance to the Mosaic law? For later when the results of the church council were read to the Antioch church, the decision appears to have been made by the Holy Spirit in cooperation with spiritual leadership: “It seemed good to the Holy Spirit and to us...” (Acts 15:28). It has been suggested that it was specific messages of wisdom that gave guidance to Paul in his missionary journeys, forbidding him to minister at a definite time in the province of Asia and in Bithynia (Acts 16:6-7).

Another gift of the Holy Spirit which appears to be applicable to ministerial selection is the gift of discernment. Along with the message of wisdom, Paul also enumerates the gift of distinguishing or the discernment between spirits, in 1 Corinthians 12, “...to another distinguishing between spirits...” (1 Corinthians 12:10).

Donald Gee in his work, *Concerning Spiritual Gifts*, gives his perspective on the meaning of discernment and its importance to spiritual leadership involved in decisive matters of church ministry:

The word “discerning” (Greek, *diakrisis*) means a “judging through.” The essential thoughts of the word are a piercing of all that is merely outward, and seeing right through; the forming a judgment based on that insight. It is a sharp

and powerful word. A gift of natural insight can be invaluable to the business man, or the politician. Then how much more such a gift of spiritual insight to the believer in the spiritual realm, and especially the believer who may be placed in a responsible position of church government.<sup>51</sup>

God's discernment is amply revealed in the Scriptures and aptly qualifies Him as the perfect judge of all (1 Chronicles 28:9; Psalm 139; Jeremiah 17:10; Hebrews 4:13). God's discernment is dramatically demonstrated in one of the most familiar leadership selection narratives in Scripture - the anointing of David (1 Samuel 16). When Samuel performed a "screening process" with the seven sons of Jesse, he was immediately impressed with the kingly appearance of the eldest, Eliab. Samuel decided that Eliab was God's choice for king. But God said to Samuel: "Do not consider his appearance or his height, for I have rejected him. The Lord does not look at the things man looks at. Man looks at the outward appearance, but the Lord looks at the heart" (1 Samuel 16:7).

Both the Old and New Testament Scriptures report those who evidenced the gift of discernment to one degree or another. In the Old Testament we read of: Joseph's discernment (Genesis 41:39); David, who was "as an angel of God...to discern" (2 Samuel 14:17); Solomon who asked for and received "a wise and discerning heart," (1 Kings 3:12); and Elisha who demonstrated this gifting in his dealing with Gehazi (2 Kings 5:6). Bittlinger notes spiritual discernment was especially needed in the Old Testament to distinguish the true prophets from the false. "A very clear example is portrayed in I Kings 22 where the prophet Micaiah takes a stand against the official court

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<sup>51</sup>Gee, Donald. *Concerning Spiritual Gifts*. Springfield, MO: 1972, 57.

prophets, and brands the prophet Zedekiah as false.”<sup>52</sup>

The New Testament clearly demonstrates the ministry of the gift of discernment in the lives of the apostles. Discernment was especially active in the ministry of Peter. In Acts 5 he exposed the true nature and behavior of Ananias and Sapphira. Some have relegated the gift of discernment’s use exclusively to confirm demonic possession, yet this was clearly not the case with Ananias and Sapphira. Peter was able to see through the deceiving action of Ananias and the lying words of Sapphira and expose them publicly (Acts 5:1-11). Later, Peter revealed the true intents of Simon the sorcerer’s heart, though Simon had deceived all others, seemingly even Philip (Acts 8:23).

Paul manifested the gift of discernment when “filled with the Holy Spirit,” he exposed the spirit by which Elymas operated (Acts 13:9); and in Acts 16, though a girl proclaimed him and Silas as messengers of God, he correctly identified the spirit by which she was operating and delivered her (Acts 16:18).

Because of the threat of false prophets, John admonishes the early church not to believe everything spoken to them, but to actively evaluate those who come to minister to them. “Dear friends, do not believe every spirit, but test the spirits to see whether they are from God, because many false prophets have gone out into the world” (1 John 4:1). It is important to note here that the admonition to “test the spirits” cannot be accomplished through mere human methodology, but necessitates a spiritual assessment or discernment.

The Holy Spirit’s ministry of discernment through His church is also evidenced

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<sup>52</sup>Bittlinger, Arnold. *Gifts and Graces - A commentary on 1 Corinthians 12-14*. Grand Rapids: William B. Eerdmans Publishing Company, 1967, 45.

beyond the New Testament era. By citing references from the Didache, Bittlinger notes in the post-apostolic era, the church depended upon the gift of discernment to distinguish true from false prophets.<sup>53</sup>

The Holy Spirit's discerning enablement is most clearly evidenced in the life and ministry of Jesus. Nathaniel was convinced of Christ's deity due to the supernatural discernment Jesus exercised with him upon their first encounter (John 1:47-50). The Samaritan woman's marital history and immorality was exposed by Christ's supernatural discernment (John 4:16-19). Jesus would not let Himself be misled by Peter's counsel and be detoured from the cross in Matthew 16. Discerning the real source of Peter's advice, Jesus said, "Get behind me, Satan! You are a stumbling block to me; you do not have in mind the things of God, but the things of men" (Matthew 16:23).

Jesus's supernatural endowment of wisdom and discernment is strongly implied in his expertise at asking questions. Jesus skillfully directed questions to his disciples, the Pharisees, and others that showed His insight into the thoughts and motives of the heart:

Can you drink the cup I am going to drink? (Matthew 20:22); John's baptism - where did it come from? Was it from heaven, or from men? (Matthew 21:25); What do you think about the Christ? Whose son is he? (Matthew 22:42); Who do people say I am?...Who do you say I am? (Mark 8:27,29)

Christ's exercise of discernment was especially demonstrated in His selection of His twelve apostles. Jesus seemingly chose the ordinary and uneducated. Yet Jesus had the ability to see potential in people, even those who were common fisherman or despised tax collectors. For instance, when Jesus was first introduced to Peter, Jesus said, "...You

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<sup>53</sup>Ibid., 47.

are Simon son of John. You will be called Cephas” (John 1:42). Jesus gave Peter the Aramaic name Cephas, while Peter is the Greek translation of the same, both meaning “rock.” Though Jesus knew Peter’s background and character weaknesses, Jesus also discerned potential in Peter for destiny, as the early leader of the church.

The Apostle John aptly summed up Christ’s supernatural discernment, when he noted why Jesus refused to be tempted by popularity with people. “But Jesus would not entrust himself to them, for he knew all men. He did not need man’s testimony about man, for he knew what was in a man” (John 2:24-25).

After examining how discernment is a divine attribute that is clearly manifested in the Father and the Son, exercised by the anointed of God in the Old Testament, and demonstrated by the Spirit-filled apostles in the New Testament, it should not be surprising to witness its evidence in the life of the believer who walks in the Spirit. In this context, Gee comments:

Is it any wonder, therefore, that when the Holy Spirit entirely possesses a human vessel there shall be a little spark of this same mighty power at work, not only as regarding man, but also spirits, for both realms are equally open and naked to the eye of God.<sup>54</sup>

The pivotal role the Holy Spirit can exercise in associate pastor selection cannot be overstated. Dependence upon the Holy Spirit’s guidance along with the operation of the gifts of wisdom and discernment is a necessity throughout the selection process. Spiritual means must be utilized to select spiritual leadership.

Through prayer and sensitivity to the leading of the Holy Spirit we can trust that

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<sup>54</sup>Gee, Donald. *Concerning Spiritual Gifts*. Springfield, MO: 1972, 59.

He will guide church leadership in the candidate screening process. The Holy Spirit's enablement with wisdom and discernment would especially assist selection team members in the screening process. Candidates in a Spirit-guided process would be evaluated primarily for their character than the externals of appearance or abilities. Spirit-directed questioning in referencing and interviewing combined with spiritual insight should produce an effective process with quality results.

Wisdom and discernment can protect churches from the "wolves in sheep clothing" who not only characterized the early church, but are so prevalent in our times. We must "test the spirits" (1 John 4:1).

Discernment would be necessary to gain insight into not only a candidate's character and motives, but also to identify their spiritual gifts for compatibility with the pastoral position. Particular spiritual gifts can be identified within a candidate by examining their past ministry performance. Often through the process of questioning a candidate's references and interviewing regarding previous ministry effectiveness one will see a pattern of a spiritual gift(s) emerge. Spiritual gifts' assessment instruments are available, but spiritual enablements can only truly be evoked through spiritual means.

Lastly, God is only honored when the Holy Spirit's guidance is relied upon over human methodology at the final decision-making stage of associate pastor selection. We really cannot perform God's work without God's power.

## **B. Biblical Principles**

Biblical principles which apply to associate pastor selection include: prayer;

spiritual leadership qualifications; and stewardship. The following sections will discuss their relationship and application to associate pastoral selection.

## 1. Prayer

The Scriptures repeatedly demonstrate the necessity of prayer in decision-making, especially in relation to the selection of spiritual leadership. It is the constant temptation to make prayer just an aspect of the selection process, in hiring pastoral associates instead of the key ingredient for decision-making throughout. The Scriptures consistently present us with the principle that prayer is not only vital to the selection process for spiritual leadership, it is the process.

Church and business management consultant Pat MacMillan, in his book *Hiring Excellence*, comments on the priority of prayer in contrast to natural methodology for obtaining God's choice in spiritual leadership selection. "Prayer is one major way we involve God in the process, and without such involvement, regardless of the quality of our decision process, we will surely build an organization of Eliabs rather than of Davids."<sup>55</sup>

The Scriptures teach prayer is the pathway for godly wisdom. Moses prayed for "...a heart of wisdom" (Psalms 90:12). David writes, "He guides the humble in what is right and teaches them his way" (Psalm 25:9). Solomon instructed, "...If you call out for insight and cry aloud for understanding, ...then you will...find the knowledge of God" (Proverbs 2:3). Paul informed the Ephesians, "I keep asking that the God of our Lord Jesus Christ, the glorious Father, may give you the Spirit of wisdom and revelation,"

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<sup>55</sup>MacMillan, Pat. *Hiring Excellence*. Colorado Springs: Navpress, 1992, 54.

(Ephesians 1:17). To the Christians at Colossae, Paul said, "... We have not stopped praying for you and asking God to fill you with the knowledge of his will through all spiritual wisdom and understanding" (Colossians 1:9). The apostle James admonishes, "If any of you lacks wisdom, he should ask God, who gives generously to all without finding fault, and it will be given to him" (James 1:5).

The Scriptures promise that the Lord desires to give guidance to His people and His church. Prayerfulness cultivates one's sensitivity to the leading of the Holy Spirit:

Trust in the Lord with all your heart and lean not on your own understanding; in all your ways acknowledge him, and he will make your paths straight. (Proverbs 3:5-6) While they were worshiping the Lord and fasting, the Holy Spirit said, "Set apart for me Barnabas and Saul for the work to which I have called them." (Acts 13:1-2)

We learn by the examples and teaching of Scripture the vital role prayer should occupy in the selection of spiritual leadership. Examination of cases in which God utilizes intermediaries in the selection of leaders reveals a priority placed upon prayer in the decision-making process:

Just prior to his death, Moses prayed for God to select a new leader for Israel:

May the Lord, the God of the spirits of all mankind, appoint a man over this community to go out and come in before them, one who will lead them out and bring them in, so the Lord's people will not be like sheep without a shepherd. (Numbers 27:16-17)

God heard Moses' prayer and appointed Joshua to replace Moses as the new leader of Israel.

The principle of including God in the selection process through prayer is demonstrated in the anointing of David by Samuel to be king. Samuel like many senior



pastors was initially influenced by a candidate's externals. Because Samuel's prayer life had cultivated sensitivity to God's guidance he and the nation were spared a wrong decision and Israel enjoyed her greatest king - David.

The Gospels are clear that Jesus' life and ministry was characterized by a serious devotion to prayer. Because private prayer powered the public ministry of Christ, it is often thought He frequently spent entire nights in prayer. There is only one instance, however, recorded in the New Testament which categorically states Jesus spent an entire evening in prayer. Because Christ realized the critical importance of selecting the men who would successfully launch His church, Jesus initiated an all night prayer vigil before choosing His twelve apostles.

Prayer also was the priority element for the apostles in the selection to replace Judas. "Then they prayed, "Lord, you know everyone's heart. Show us which of these two you have chosen to take over this apostolic ministry..." (Acts 1:24-25).

Endeavoring to make prayer a priority throughout the associate pastoral selection process can safeguard senior pastors from faulty hiring decisions are rooted in the carnal. Senior pastors can potentially become enamored with a worldly success model (i.e. appearance, talents, charisma, etc.) which is antithetical to biblical leadership qualities. Jesus commanded, "Watch and pray so that you will not fall into temptation. The spirit is willing, but the body is weak" (Mt. 26:41). Watching and praying can position senior pastors to receive divine guidance in associate pastor selection, rather than succumb to carnal inclinations that would motivate one to make a faulty decision based upon a worldly success model. Mark Short in his chapter, "Personnel Administration," from the

*Church Administration Handbook*, edited by Bruce Powers, emphasizes the critical nature of prayer in selection:

...The square peg in the round hole can be detrimental to the fellowship, future growth, ministry, and financial program of the church. The personnel committee and church will be called to prayer in seeking the leadership of the Holy Spirit in this strategic matter.<sup>56</sup>

Therefore, despite one's acumen and experience in the selection of pastoral associates, our effectiveness in hiring will be largely determined by our inclusion of God in the process. A selection process characterized by the primacy of prayer not only protects senior pastors from carnal motivations in hiring associate pastors but equips them with godly wisdom and the necessary sensitivity to receive divine guidance.

## 2. Spiritual Leadership Qualifications

Both secular and Christian sources stress the importance of developing a selection criteria before the screening of candidates ever begins. The fact that qualifications for spiritual leadership are found throughout the Scriptures offers not only a biblical basis for developing a selection criteria for associate pastors but an imperative.

The Scriptures reveal God's various approaches to selecting leaders to fulfill vital roles for His purposes. At times, God Himself chose the person directly, such as: Moses (Exodus 3-4); Gideon (Judges 6); and Paul (Acts 9). The Bible also shares instances where God chose leadership, but utilized one of His servants to confirm the selection, such as: the prophet Samuel's anointing of Saul (1 Samuel 9:15-17) and David (1 Samuel 16:6-13). Finally, the Scriptures express examples where God's leaders have been

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<sup>56</sup>Short, Mark. "Personnel Administration," in the *Church Administration Handbook*, ed. Bruce P. Powers, Nashville, TN: Broadman Press, 1985, 92.

instructed to select spiritual overseers utilizing only the guidance of a list of criteria. Paul left both Timothy (1 Timothy 3:1-13) and Titus (Titus 1:5-9) selection criteria for appointing elders and deacons in the various churches over which these two had been given spiritual oversight by the apostle. Paul's selection criteria for spiritual leadership enumerates the personal, home, and spiritual issues vital for evaluating a candidate's Christian maturity. Incidental spiritual leadership qualifications also can be elucidated from: the selection of the first deacons (Acts 6:3); Paul's farewell to the Ephesian elders (Acts 20:28-35); Paul's description of the purpose of the pastoral office (Ephesians 4:11-13); and Peter's charge to elders (1 Peter 5:2-3).

Selection criteria that help decision makers recognize qualified candidates are critical to successful people decisions. Both the Old and New Testament offer examples of developing a selection criteria. When Jethro, the father-in-law of Moses, observed how Moses was overwhelmed with the task of being the sole judge of the Israeli's disputes, he advised Moses to "...select capable men from all the people..." (Exodus 18:21) to be judges under Moses' leadership. Seemingly by taking the time to analyze Moses' responsibility and task of settling the people's disputes, Jethro formulated the leadership profile necessary to guide the process for judge selection. Jethro's recommended profile placed a priority on "...men who fear God, trustworthy men who hate dishonest gain..." (Exodus 18:21). Exodus 18 reports Moses took Jethro's advice and by utilizing the leadership profile suggested by his father-in-law selected the necessary judges.

The correlation between completely understanding the role, responsibility and tasks involved in a particular spiritual office and the formulation of a leadership profile

for guiding the selection process also can be seen in the New Testament. When the apostles replaced Judas, candidates were selected through a criteria:

Therefore it is necessary to choose one of the men who have been with us the whole time the Lord Jesus went in and out among us, beginning from John's baptism to the time when Jesus was taken up from us. For one of these must become a witness with us of his resurrection. (Acts 1:21-22)

In Acts 6, the apostles responded to the complaints of the Grecian Jews that their widows were being neglected in the daily food distribution by asking the church to choose seven men for the oversight of this ministry. "Brothers, choose seven men from among you who are known to be full of the Spirit and wisdom" (Acts 6:3). The leadership profile prerequisites the apostles gave the church for selection guidance demonstrates their understanding of the need and the spiritual office to oversee it.

There were two basic types of offices in the Apostolic Church: itinerant and local. Menzies and Horton observe that those who functioned in local offices were selected by the congregation according to prescribed qualification set forth by the apostles (Acts 6:3; 1 Tim. 3:1-13; Titus 1:6-9).<sup>57</sup>

The body of teaching in the New Testament that informs a selection criteria for spiritual leadership can be appropriated by implication from what the Scriptures report. This is especially through the direct intentional teaching of the apostles. The first mention of qualifications for local church spiritual leadership is found in Acts 6, with the selection of the original seven deacons. "Brothers, choose seven men from among you who are known to be full of the Spirit and wisdom" (Acts 6:3).

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<sup>57</sup>Menzies, William W. and Stanley M. Horton. *Bible Doctrines*. Springfield, Mo: Gospel Publishing House, 1994, 176.

Sanders stresses the fact that first among the qualifications for local spiritual leadership was being “full of the Spirit.... And they chose Stephen, a man full of... the Holy Spirit” (Acts 6:3,5). Sanders writes:

It is of more than passing significance that the central qualification of those who were to occupy even subordinate positions of responsibility in the early church was that they be men “full of the Holy Spirit.... Spiritual leadership can be exercised only by Spirit-filled men. Other qualifications for spiritual leadership are desirable. To be Spirit-filled is indispensable.... However brilliant a man may be intellectually, however capable an administrator, without that essential equipment he is incapable of giving truly spiritual leadership.<sup>58</sup>

It is insightful to note those who launched the church were filled with the Holy Spirit: Jesus (Acts 10:38); the apostles on the Day of Pentecost (Acts 2:4); Stephen (Acts 7:55); Paul (Acts 9:17); and Barnabas (Acts 11:24).

Sanders believes, to be filled with the Spirit means to be a life controlled by the Holy Spirit and he is convinced this is an indispensable criterion for spiritual leadership:

Reduced to its simplest terms, to be filled with the Spirit means the human personality is filled, mastered, controlled by the Holy Spirit. Under His control, natural gifts of leadership are sanctified and lifted to their highest power. The Spirit is able to produce the fruit of the Spirit in the life of the leader, ...and power in his witness to Christ. The fullness of the Spirit is an essential and indispensable experience for spiritual leadership.<sup>59</sup> The one who is called of God to leadership can confidently expect that the Holy Spirit has endowed him with the requisite spiritual gifts,.... It is worthy of note that not one of the spiritual gifts refers directly to character. They are in the main gifts for service.<sup>60</sup>

To be qualified as spiritual leaders these seven men also were to be “full of wisdom” (Acts 6:3). The wisdom given by God and available for spiritual leadership has

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<sup>58</sup>Sanders, Oswald J. *Spiritual Leadership*. Chicago: Moody Press, 1967, 112-113.

<sup>59</sup>*Ibid.*, 118.

<sup>60</sup>*Ibid.*, 120.

already been discussed in the section on the Holy Spirit in this thesis-project (see pages 31-33). Suffice it to say, it is noteworthy that if deacons were to be “full of the Spirit and wisdom,” how much more should these criteria apply to pastors.

Incidental spiritual leadership qualifications also can be elucidated from Paul’s farewell to the Ephesian elders (Acts 20:28-35). Paul uses the figure of a shepherd tending, feeding, guarding, and protecting his sheep in his address to these elders.

Menzies and Horton comment on the use of this shepherd analogy throughout the New Testament and its application to pastors:

“Pastors” could also be translated “shepherds” (Gk. *Poimenas*). Jesus called himself the Good shepherd. . . Pastors are under-shepherds, having the ministry and responsibility of caring for and protecting God’s flock as well as being worthy of their imitation. (1 Pet. 5:2-3)<sup>61</sup>

Paul gives a stern warning to these elders/pastors to be on guard against false teachers who will come and even arise in their own ranks:

...Be shepherds of the church of God, which he bought with his own blood. I know that after I leave, savage wolves will come in among you and will not spare the flock. Even from your own number men will arise and distort the truth in order to draw away disciples after them. So be on your guard! (Acts 20:28-31)

Paul’s impassioned warning reminds us of the responsibility church leadership and selection teams have in adhering to the qualifications for spiritual leadership set forth in Scriptures. Protecting a flock from the “wolves” who can so easily prey upon the sheep due to negligent hiring has probably never been more necessary.

Paul’s instruction on the function of the pastoral office in Ephesians 4, also is

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<sup>61</sup>Menzies, William W. and Stanley M. Horton. *Bible Doctrines*. Springfield, Mo: Gospel Publishing House, 1994, 178.

valuable for informing the criteria for pastoral selection:

It was he who gave some to be...pastors...to prepare God's people for works of service, so that the body of Christ may be built up until we all reach unity in the faith and in the knowledge of the Son of God and become mature, attaining to the whole measure of the fullness of Christ. (Ephesians 4:11-13)

From Ephesians 4:11-13 we note two important functions of pastors. First, the pastoral function is to equip believers for the tasks of ministry and evangelism. Second, pastors have the responsibility of building up believers into mature saints. In respect to pastoral selection then, we see that pastors must be able to equip believers for service and disciple them for spiritual growth.

When we consider Paul's spiritual leadership qualifications (1 Timothy 3:1-13; Titus 1:6-9), we come to an intentional criteria that has been given to the church by the apostle. Though Peter's list is framed in the context of a charge to elders, the criteria still form spiritual leadership qualifications. Since many of the principles in these three sources are parallel, their review will be examined in a harmonized format. These spiritual leadership qualifications are especially important to this thesis-project in terms of forming a criteria for associate pastor selection:

Here is a trustworthy saying: If anyone sets his heart on being an overseer, he desires a noble task. Now the overseer must be above reproach, the husband of but one wife, temperate, self-controlled, respectable, hospitable, able to teach, not given to drunkenness, not violent but gentle, not quarrelsome, not a lover of money. He must manage his own family well and see that his children obey him with proper respect. (If anyone does not know how to manage his own family, how can he take care of God's church?) He must not be a recent convert, or he may become conceited and fall under the same judgment as the devil. He must also have a good reputation with outsiders, so that he will not fall into disgrace and into the devil's trap. Deacons, likewise, are to be men worthy of respect, sincere, not indulging in much wine, and not pursuing dishonest gain. They must keep hold of the deep truths of the faith with a clear conscience. They must first

be tested; and then if there is nothing against them, let them serve as deacons. In the same way, their wives are to be women worthy of respect, not malicious talkers but temperate and trustworthy in everything. A deacon must be the husband of but one wife and must manage his children and his household well. Those who have served well gain an excellent standing and great assurance in their faith in Christ Jesus. (1 Timothy 3:1-13)

An elder must be blameless, the husband of but one wife, a man whose children believe and are not open to the charge of being wild and disobedient. Since an overseer is entrusted with God's work, he must be blameless not overbearing, not quick-tempered, not given to drunkenness, not violent, not pursuing dishonest gain. Rather he must be hospitable, one who loves what is good, who is self-controlled, upright, holy and disciplined. He must hold firmly to the trustworthy message as it has been taught, so that he can encourage others by sound doctrine and refute those who oppose it. (Titus 1:6-9)

Be shepherds of God's flock that are under your care, serving as overseers - not because you must, but because you are willing, as God wants you to be; not greedy for money, but eager to serve; not lording it over those entrusted to you, but being examples to the flock (1 Peter 5:2-4).

In 1 Timothy 3, Paul's first instruction is that Christian leadership "...be above reproach," (1 Timothy 3:2). He repeats this idea in Titus 1 with "...he must be blameless," (Titus 1:6,7). Here Paul stresses those in spiritual leadership must be people of integrity.

In respect to the criterion "be above reproach," Engstrom writes:

The Christian leader must be a man "against whom no criticism can be made" (anēpilēptos). This word is used of a position which is not open to attack. It is an extremely high standard, for this person must be free not only from definite civil charges, but must also be beyond criticism. In this life, of course, no man can fully attain such a position, but it is an ideal that we must expect to be more nearly met in true leadership.<sup>62</sup>

Briscoe comments on the pivotal nature integrity has in leadership:

If leadership is influence, its most important ingredient is integrity. . . integrity is not what we do as much as who we are. Too many times, when we think of

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<sup>62</sup>Engstrom, Ted W. *The Making of a Christian Leader*. Grand Rapids: Zondervan, 1976, 48.



leadership, we think of charisma - of a dynamic personality. But while charisma may get you in through the door of the church, it won't keep you there. Credibility is the only thing that will keep you there. Credibility establishes trust - when what I say and what I do match up.<sup>63</sup>

Paul next focuses upon the home of the prospective pastor: "...the husband of but one wife," and repeats this criterion in Titus 1:6. Engstrom states the context expresses the idea of being a loyal husband, maintaining his marital vows and a Christ-honoring marriage.<sup>64</sup>

Another qualifier listed by Paul states a pastor is to be "...temperate," and a few verses later Timothy is instructed that pastors are "...not given to drunkenness," (1 Timothy 3:3) and Titus is given the same criterion, (Titus 1:7). Interestingly, in both 1 Timothy 3, and Titus 1, "...not violent," (1 Timothy 3:3; Titus 1:7) appears after "...not given to drunkenness." Citing the meaning Paul was communicating in this context, Engstrom writes:

The Christian leader must be "sober" (nēphalios), and a few verses later he is told not to overindulge in wine. The word (paroinos means to be addicted to wine. Nēphalios also mean "watchful" and "vigilant"; paroinos also means "quarrelsome" and "violent." so the burden of the passage is that the leader must not allow himself any indulgence that would soil his Christian witness.<sup>65</sup>

Paul states pastors are to be "...self-controlled," (1 Timothy 3:2) and he repeats this idea to Titus, "...one who is self-controlled," (Titus 1:8). Engstrom observes the

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<sup>63</sup>Briscoe, Stuart. "Leadership in the Church" in *Refresh, Renew, Revive*, ed. by H. B. London Jr., Colorado Springs: Focus on the Family Publishing, 1996, 151.

<sup>64</sup>Engstrom, Ted W. *The Making of a Christian Leader*. Grand Rapids: Zondervan, 1976, 48.

<sup>65</sup>Ibid., 49.

Greek word translated “self-controlled” is *sōphrōn*.<sup>66</sup> He comments that *sōphrōn* can be translated in a number of ways including: “possessing a sound mind; discreet, chaste, and discipline over sensual desires.”<sup>67</sup> He notes, “Spiritually, in this kind of person, Christ reigns supreme.”<sup>68</sup>

The next qualifier supplied by Paul is linked with a vital principle and methodology of the selection process. Paul writes Timothy that spiritual leadership must be respectable:

Now the overseer must be...respectable,... He must also have a good reputation with outsiders, so that he will not fall into disgrace and into the devil’s trap....Deacons, likewise, are to be men worthy of respect. (1 Timothy 3:2, 7, 8)

The Greek word translated “respectable” is *kosmios* which also can be translated “well-behaved.”<sup>69</sup> Engstrom explains how the spiritual leader can be well-behaved:

The well-behaved leader is so because he is *sophron* in his inner life. *Kosmios* means externally orderly and honest. So a leader’s passion must be in control, and outwardly he must have recognized beauty.<sup>70</sup>

Observe as well that spiritual leaders are to have an excellent reputation in their communities, so nothing would ever bring reproach to the work of the Lord. Their words and deeds outside of the church should be consistent with the exercise of their spiritual duties within God’s house. Lim’s comments on this issue of reputation in respect to Acts

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<sup>66</sup>Ibid., 48.

<sup>67</sup>Ibid., 48.

<sup>68</sup>Ibid., 48.

<sup>69</sup>Ibid., 48.

<sup>70</sup>Ibid., 48.

6:3 is helpful here:

As people watch our character and conduct, they will develop trust in us; the Early Church chose its first seven deacons on the basis of how they were “known.” (Acts 6:3) A good reputation and affirmation by others are crucial to a full release of the spirit in ministry to one another and for the Church to grow.<sup>71</sup>

Respectability and reputation, what pastoral candidates have been “known” for, brings to our discussion a critical selection principle and methodology. Leith Anderson in his book, *Leadership that Works*, notes the connection between Paul’s emphasis on reputation and an important principle for the selection process:

Church leadership is based on what a person has done in the past.... past performance does not guarantee future behavior, but it is the best indicator we have.... Performance is not the only indicator, but it is usually the best indicator of how a mutual fund (or a person ) will behave in the future. Paul applies this concept to the selection of leaders in the New Testament church when he recommends that they review past performance before selecting future church leaders.<sup>72</sup>

MacMillan also points to the importance of understanding that most often recent past conduct is the best forecast of future performance:

One of the most important principles in making good people decisions is that the best indicator of what a person will do is what he or she has already done. Past behavior is the key to understanding future behavior - “Well done, good and faithful servant! You have been faithful with a few things; I will put you in charge of many things.” (Matt. 25:21) This principle should be the cornerstone for all of our questions - always emphasize job-relevant behaviors, under what circumstances, with what results.<sup>73</sup>

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<sup>71</sup>Lim, David. *Spiritual Gifts, in Systematic Theology*, ed. by Stanley M. Horton, Springfield, MO: Logion Press, 1994, 583.

<sup>72</sup>Anderson, Leith, Cousins, Don, Arthur DeKruyter, *Mastering Church Management*. Portland, OR: 1990, 48.

<sup>73</sup>MacMillan, Pat. *Hiring Excellence*. Colorado Springs: Navpress, 1992, 152.

Paul's qualifier: "...a good reputation...." (1 Timothy 3:7) (especially with those outside of the church), offers a biblical basis for referencing in the selection process for ministers. Timothy would not have been able to ascertain the reputation of a candidate without referencing the individual. Spiritual maturity and vital character issues are often only found through referencing.

Paul also lists hospitality as a criterion for pastors in both 1 Timothy 3:2 and Titus 1:8. Engstrom observes:

A leader must also be hospitable. Much stress is found in the New Testament on this theme. The word *philoxenos* contains the idea of one who keeps an open heart and an open house; he does so without grudge. He is sensitive to those in need.<sup>74</sup>

We also can infer from Paul's emphasis on hospitality that spiritual leaders have personalities that enjoy being with people. Pastors should have good inter-personal skills.

Teaching ability (1 Timothy 3:2), is enumerated by Paul also as a qualifier for pastors. Pastors must be able to instruct believers in the truths of God's Word and make disciples. Interestingly, the aptitude to teach is the only competency skill listed in all his criteria for spiritual leadership in 1 Timothy 3 or Titus 1.

In both 1 Timothy 3:3, and Titus 1:7, Paul instructs that pastors are "...not violent." However, to Timothy, Paul adds "...not violent, but gentle," (1 Timothy 3:3). Pastors are not to lead by force or resolve conflict through retaliatory means. Engstrom points out the important characteristic of Paul's use of "gentle" as a criterion:

The word is *ēpiēikes*, and it is difficult to translate literally. In classical Greek it

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<sup>74</sup>Engstrom, Ted W. *The Making of a Christian Leader*. Grand Rapids: Zondervan, 1976, 48.

connotes the quality of correcting the law when the law appears to be unjust. A true leader, then is one who know when to retreat from the rigid, unjust letter of the law and can apply it with a right spirit.<sup>75</sup>

To Timothy, Paul adds “...not quarrelsome,” (1 Timothy 3:3) to his selection criteria for pastors. In like manner he adds “not quick-tempered,” (Titus 1:7) to the qualifiers given to Titus. Here we see pastors are to be peace-makers and peace-keepers. They are to accomplish the work of the church through peaceful means rather than sheer force of will.

The issue of greed is cited in all four instances where qualifiers are given for spiritual leadership by Paul and Peter. In these passages,, we read: “...not a lover of money” (1 Timothy 3:3); “not pursuing dishonest gain” (1 Timothy 3:8); “not pursuing dishonest gain” (Titus 1:7); and “not greedy for money,” (1 Peter 5:2). Engstrom remarks on this spiritual leadership criterion:

He also must be free from the love of money (aphilarguros); he measures achievement of both himself and his subordinates without continually attaching a dollar bill or self-enhancement. His perception is more in terms of the intrinsic value of people and labor.<sup>76</sup>

The fact that monetary greed appears to be the only issue appearing in all four spiritual leadership qualifications texts alerts us to how serious a seduction the apostles saw this problem. Church leaders are not to be money motivated in ministry.

In all three of his church leadership qualifications texts, Paul expresses there is a corresponding relationship between the way a man leads his home and the manner in

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<sup>75</sup>Ibid., 49.

<sup>76</sup>Ibid., 49.

which he will lead the church:

He must manage his own family well and see that his children obey him with proper respect. (If anyone does not know how to manage his own family, how can he take care of God's church?) (1 Timothy 3:4-5); In the same way, their wives are to be women worthy of respect, not malicious talkers but temperate and trustworthy in everything (1 Timothy 3:11); A deacon must be the husband of but one wife and must manage his children and his household well (1 Timothy 3:12); ...a man whose children believe and are not open to the charge of being wild and disobedient. (Titus 1:6)

Anderson expresses the impossibility of effective ministry when one's home life is in disarray:

It is hard to effectively lead the morning after a sleepless night caused by physical pain, marital discord, a prodigal son or daughter, financial struggles, or any of the other problems common to human experience. Some people come to leadership positions who are themselves dysfunctional and thus impose their dysfunction on those they lead.<sup>77</sup>

In Paul's perspective, the home life of a candidate is a prime indicator of their character and spiritual leadership ability. A spiritual leader's home life must have primacy over church ministry. Disorder at home will negatively impact one's ministry and conversely if one seeks to save the world at the expense of their family, they have made a foolish transaction indeed.

Only to Timothy does Paul list the following pastoral qualifier: "He must not be a recent convert, or he may become conceited and fall under the same judgment as the devil" (1 Timothy 3:6). Two issues are evident in Paul's criterion here. First, the pastoral candidate must be a mature and growing Christian. Second, pride is a snare in the pastoral ministry that God treats very seriously.

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<sup>77</sup>Anderson, Leith. *Leadership That Works*. Minneapolis: Bethany House Publishers, 1999, 37.

Spiritual leaders are to be “...sincere,” (1 Timothy 3:8). Sanders views sincerity as an integral quality for Christian leaders. He perceives sincerity as “transparency of character, an unconscious quality that is self-revealing.”<sup>78</sup> Citing Paul as an example of sincerity, he observes, “Paul laid his heart bare in a way few of us are prepared to do - his failures as well as his successes (2 Tim. 1:3; 2 Cor. 2:17; 1 Cor. 4:4)”.<sup>79</sup>

Paul also instructs Timothy and Titus that spiritual leaders must maintain doctrinal purity, minister gospel truth, and combat error:

They must keep hold of the deep truths of the faith with a clear conscience. (1 Timothy 3:9) He must hold firmly to the trustworthy message as it has been taught, so that he can encourage others by sound doctrine and refute those who oppose it. (Titus 1:9)

It is evident this criterion from Paul demands not only knowledge of the Scriptures by a candidate, but also conviction to proclaim truth in an uncompromising manner.

Paul’s instruction to Timothy that spiritual leaders or deacons “...must first be tested; and then if there is nothing against them, let them serve as deacons” (1 Timothy 3:10), grants a biblical basis for much of the methodology necessary in pastoral selection. Evaluating a candidate in light of Paul’s criteria through such screening methods as: background investigation; referencing; observing and assessing a prospect performing ministry; and ministerial internships; could all constitute the screening process or “testing” (1 Timothy 3:10) of a pastoral candidate.

Both Paul and Peter in respect to pastoral qualifications address the seductive

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<sup>78</sup>Sanders, Oswald J. *Spiritual Leadership*. Chicago: Moody Press, 1967, 91.

<sup>79</sup>*Ibid.*, 91.

nature of power in spiritual leadership. “Since an overseer is entrusted with God’s work, he must be blameless - not overbearing (Titus 1:7); ...not lording it over those entrusted to you, but being examples to the flock” (1 Peter 5:3). Pastors are not to be authoritarian or dictatorial. The lust for power or control can be as tempting as the love of money in the ministry. The servant-leadership of Jesus must be the standard.

Paul gives additional spiritual character qualifiers for the pastorate to Titus that he does not address to Timothy: “...one who loves what is good,...upright, holy....” Here Paul instructs Titus pastors must be devoted to worthwhile pursuits, not just in their public or ministry lives, but in their private live as well. “Upright” (dikaion) and “holy” (hosion) are similar traits, but have a different emphasis according to Homer Kent in his work, *The Pastoral Epistles*.<sup>80</sup> He comments:

Didaikon ... refers to conduct which meets the approval of God. The term is a legal one, and here refers to the verdict as pronounced by the divine Judge.... Hosios means holy in the sense of unpolluted. Conduct which is true to one’s moral and religious obligations....<sup>81</sup>

Pastors then are to be in right relationship with God, others, and themselves. There should be no credibility gap between the way they perform ministry and the way they live and relate to others.

Lastly, it is only in Peter’s admonition to elders that we hear two issues addressed which are not specifically mentioned in Paul’s words to Timothy and Titus. First, we again see how Peter stresses the analogy of pastors being shepherds as Paul emphasized

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<sup>80</sup>Kent, Homer A. Jr. *The Pastoral Epistles, Studies in I and II Timothy and Titus*. Chicago: Moody Press, 1958, 221.

<sup>81</sup>Ibid., 221.



with the elders in Acts 20:28-35. Peter's emphasis is upon the caring nature of shepherd - leadership, where pastors lead the "sheep" and do not coerce them as in a "cattle drive." Secondly, the caring nature of the shepherd will cause the pastor to minister not out of duty, not as a "hireling," but one who is motivated out of compassion. According to Peter, real pastors have a shepherd's heart that causes them to so care for the sheep they are "eager to serve" (1 Peter 5:2).

In summary, it is important to note in the New Testament criteria cited for Christian leadership, the overwhelming focus consists of spiritual character issues rather than those relating to competency. Bill Thrall, Bruce McNicol, and Ken McElrath in their book, *The Ascent of a Leader*, note the importance of character in a leader:

Why is character important? Character - the inner world of motives and values that shapes our actions - is the ultimate determiner of the nature of our leadership. It empowers our capacities while keeping them in check.... Character weaves such values as integrity, honesty, and self-less service into the fabric of our lives, organizations and cultures.<sup>82</sup>

The primacy of a spiritual leader's character in the minds of the apostles should strongly inform the associate pastor selection process. The selection criteria formulated for associate pastor selection should not only reflect the New Testament qualifications for spiritual leadership but the primary focus of the assessment process should make character issues primary in contrast to the more frequently pursued competency traits. The New Testament's emphasis upon spiritual leadership character issues should also inform our associate pastor selection methodology, for as Anderson notes, character is

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<sup>82</sup>McElrath, Ken, Bruce McNicol, and Bill Thrall. *The Ascent of a Leader*. San Francisco: Jossey-Bass, 1999, 2.

revealed by what we do or not do. Anderson observes that despite the general views of leadership it all eventually comes down to what a person does. Leadership is what we do.<sup>83</sup> He agrees with those who maintain: “What we do is based on who we are.

Character determines behavior.”<sup>84</sup> Yet he contends that the opposite is more true by paraphrasing James 2:18, “Show me your character without deeds, and I will show you my character by what I do.”<sup>85</sup> The fact that character is primary in Christian leadership and that it is best revealed by conduct should compel associate pastor selection teams to perform quality background investigation, referencing, and interviewing.

### 3. Stewardship

\_\_\_\_\_Due diligence, the proper implementation of an effective hiring strategy, and faithfulness to the spiritual dynamics involved in the associate pastoral selection process can result in great blessing to God’s work in the local church. Effective selections and quality associate pastors can have an immeasurable impact upon the here and now and the hereafter.

Conversely, imprudent associate pastor selection practices can lead to financial loss, wasted time, congregational discord, and emotional pain for all involved. In his article, “How to Win at the Game of Hiring,” Michael Woodruff cites the problem of poor associate pastor hiring decisions. “Do you feel like wasting \$40,000? If you make a

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<sup>83</sup>Anderson, Leith. *Leadership That Works*. Minneapolis: Bethany House Publishers, 1999, 48.

<sup>84</sup>Ibid., 48.

<sup>85</sup>Ibid., 48.

bad hiring decision, you're probably out at least that much. What's worse, if you make a really bad hiring decision - and it happens all the time - losing money will be your least headache."<sup>86</sup> In addition, Lester Rosen in his work, *The Safe Hiring Manual: The Complete Guide to Keeping Criminals, Imposters and Terrorists Out of The Workplace*, reported ADP's (the payroll processing giant) recent findings: "The direct and indirect average cost of employee turnover is equal to 150% of the annual salary."<sup>87</sup> Rosen goes on to explain how ADP could report such a statistic and he underscores how it is more than just financial "waste" one bad hiring decision generates:

The direct economic cost of replacing a single bad-hiring decision can be very expensive. The time, money and energy spent recruiting, hiring and training is wasted. Add to the equation the amount of time lost between the date a bad hire is identified to when a suitable replacement is trained and in place, and the turnover cost quoted above could become a conservative estimate.<sup>88</sup>

Even worse than a poor hiring decision is a negligent hiring decision. In the context of church hiring negligent hiring constitutes the scenario where a candidate is selected despite church knowledge of negative factors which normally disqualify an applicant. Negligent hiring can result in legal/financial liability, victimization, injury, and even death. Rosen observes there are other intangible costs that should be taken into consideration other than just normal employee turn-over costs: lost credibility; lost

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<sup>86</sup>Woodruff, Michael. (1999) "How to Win at the Game of Hiring," Retrieved September 25, 2006, from Youth Specialties Web site: [http://www.youthspecialties.com/articles/topics/job\\_help/hiring\\_game.php?](http://www.youthspecialties.com/articles/topics/job_help/hiring_game.php?), 1.

<sup>87</sup>Rosen, Lester S. *The Safe Hiring Manual: The Complete Guide to Keeping Criminals, Imposters and Terrorists Out of The Workplace*, 1<sup>st</sup> edition, Tempe, AZ: Facts on Demand Press, 2004, 16.

<sup>88</sup>*Ibid.*, 17.

customers; damage to employee morale; brand destruction; and litigation.<sup>89</sup> Rosen states that one bad hire can create irrevocable brand destruction.<sup>90</sup> In like manner, there are numerous instances where negligent pastoral hiring has created divided congregations, defeated ministries, and destroyed lives.

The motivating source behind poor or negligent hiring decisions often can be traced to one of the following: (1) quality associate minister selection is a time demanding enterprise in addition to a busy senior pastor's schedule, making it easy to mitigate a quality process; (2) senior pastors eager for church growth and success can become enamored with competency matters instead of the primacy of character traits in an associate pastoral candidate; (3) senior pastors can operate by fear and fill vacant positions too quickly or out of stress, in order to keep parishioners happy; (4) senior pastors or selection teams can operate in extremes, they either over-spiritualize the process, ignoring proven methodology or so depend upon secular hiring practices, God is eliminated from the process altogether; and (5) senior pastors and selection teams have never received any training in the principles and practices of associate pastor selection.

What can remedy the above sources of selection error? A primary principle that should inform an effective selection process that results in the hiring of quality associate pastors is biblical stewardship. The word stewardship comes from the Greek word *oikonomos*. *Oikonomos* is a compound word derived from the term for house (*oikos*) and

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<sup>89</sup>Ibid., 17.

<sup>90</sup>Ibid., 17

the verb to arrange (nemo).<sup>91</sup> The word oikonomos (steward) was a servant designated as the manager of a household, estate or other affairs of his master.<sup>92</sup> The principle of stewardship is taught throughout the Scriptures. The following section will examine the main aspects of stewardship the Scriptures teach and how they apply to associate pastor selection.

The chief truth revealed in biblical stewardship is that God is owner and we are stewards:

The earth is the Lord's and everything in it, the world, and all who live in it.... (Psalm 24:1); ...you are not your own; you were bought at a price. (1 Corinthians 6:19-20); For the husband is the head of the wife as Christ is the head of the church, his body, of which he is the Savior. (Ephesians 5:23)

The Scriptures reveal everything belongs to God. The church, pastoral ministry, finances, the entire selection process, and all the personnel involved, including the applicants, are God's.

Since the Scriptures reveal God is owner of all, including the selection process, they also teach that we are stewards. "So he called ten of his servants and gave them ten minas. 'Put this money to work,' he said, 'until I come back.'" (Luke 19:13) Christians are called to recognize they are stewards of all the resources God has given us including time, talent, and treasure. Biblical stewardship informs church leadership and selection teams their prime role in associate pastor selection is to be God's steward, His manager of the hiring process.

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<sup>91</sup> Towns, Elmer and John Maxwell, *God is Able*. Lynchburg, Va: Church Growth Institute, 1986, 8.

<sup>92</sup> Ibid., 8

God's Word teaches the most important requirement of stewardship is  
faithfulness:

Whatever your hand finds to do, do it with all your might,... (Ecclesiastes 9:10); Then he sent for the servants to whom he had given the money, in order to find out what they had gained with it (Matthew 25:15); 'Well done, good and faithful servant! You have been faithful with a few things; I will put you in charge of many things. Come and share your master's happiness' (Matthew 25:21); Now it is required that those who have been given a trust must prove faithful (1 Corinthians 4:2); Each one should use whatever gift he has received to serve others, faithfully administering God's grace in its various forms. (1 Peter. 4:10)

Senior pastors and selection teams are called to be faithful to the Lord by providing to the best of their ability quality management of the associate pastor hiring process. The Scriptures and Christ's parables in particular reveal that faithful stewards express responsibility in what they have been assigned. Our Lord has assigned us the most important task ever given, the evangelization and discipleship of the world, and pastoral selection is a vital aspect of this assignment. The response of faithfulness to the selection process comes from not only realizing both the temporal and eternal rewards and risks involved in associate pastoral hiring it is the result of obedience to God.

The Scriptures are clear stewardship means setting priorities. Jesus commanded: "But seek first his kingdom and his righteousness, and all these things will be given to you as well" (Matthew 6:33). Faithful stewards consistently make life decisions according to their Lord's priorities. Faithful stewards responsible for associate pastor selection will put God first by making a quality screening process a priority and by being guided by His will in decision-making.

The Scriptures teach that faithful stewards exercise due diligence and work.

Faithful stewards are not lazy:

Do not love sleep or you will grow poor; stay awake and your will have food to spare. (Proverbs 20:13) Do you see a man skilled in his work? He will serve before kings; he will not serve before obscure men. (Proverbs 22:29) Be sure you know the condition of your flocks, give careful attention to your herds. (Proverbs 27:23) His master replied, ‘You wicked, lazy servant!... you should have put my money on deposit with the bankers, so that when I returned I would have received it back with interest. (Matthew 25:26)

Faithfully stewarding the associate pastoral process leads to selection success. Conversely short-cutting the process through laziness means failure and unfaithfulness. The Scriptures place an importance upon diligent effort that translates into quality efforts. Faithful stewards will arrange the sequential development of the selection process to be cost effective for the church (preliminary phone interviewing before flying a candidate in). Faithful stewards will “know the condition of (their) flocks” (Proverbs 27:23). They will dutifully perform screening measures (i.e. background investigation, referencing, and interviewing). We cannot expect what we do not inspect.

Lastly, the Scriptures teach that stewardship means accountability.

For God will bring every deed into judgment, including every hidden thing, whether it is good or evil. (Ecclesiastes 12:14) Therefore, the kingdom of heaven is like a king who wanted to settle accounts with his servants. (Matthew 21:34; 25:19) From everyone who has been given much, much will be demanded; and from the one who has been entrusted with much, much more will be asked. (Luke 12:48) Obey your leaders and submit to their authority. They keep watch over you as men who must give an account. (Hebrews 13:17)

Senior pastors and selection teams should manage the associate pastoral screening with the sober realization of a final auditing day when they will be judged for their faithful stewardship of the process.

To summarize, a keen awareness of stewardship must pervade the entire process

of associate pastor selection. It has been said that Jesus talked more about stewardship than He did of both heaven and hell combined. Quality investment in associate pastor selection is a wise stewardship practice which can reap future dividends for the local church and the kingdom. An associate pastor selection process managed by faithful stewardship will utilize biblically based selection criteria and administer assessment tools (i.e. interviewing, referencing, background checks and testing). Associate pastor selection characterized by faithful stewardship will exhibit patience diligence and ultimate dependency upon the Lord.



## **Chapter 3**

### **Literature Review**

Both secular and Christian literature provide insight and methodology for developing an effective strategy for the selection of quality associate pastors. Three specific types of literature contribute to the discussion of the selection process for associate ministers: general management literature, church administration literature, and spiritual leadership literature. Within the context of this literature review, the stages relating to an effective selection strategy will be explored in a sequential fashion. Information retrieval tools, assessment practices, decision-making methodology, and the selection dynamics uniquely oriented for ministerial associates will be examined.

#### **A. Associate Pastor Pre-Selection Considerations**

Research indicates that the quality investment of time and resources into the strategic planning and implementation of the selection process can result in a hiring characterized by compatibility and productivity. Human resource and development specialists Dr. Sheila Rioux and Dr. Paul Bernthal researched the selection practices of 162 corporations and determined:

Organizations with highly effective selection systems experienced higher business outcomes (i.e., financial performance, quality of products and services, productivity, and customer satisfaction) and employee outcomes (i.e., employee satisfaction and retention of quality employees) than those with ineffective selection systems.<sup>93</sup>

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<sup>93</sup>Bernthal, Paul and Sheila M. Rioux. "Recruitment and Selection Practices," (n.d.) Center For Applied Behavioral Research. Retrieved March 2, 2006, from <http://www.ddiworld.com/pdf/cpgn51.pdf#search='sheila%20m.%20rioux%2c%20Ph.D'>, 2.

Placing a priority upon the selection process is not only found in the corporate setting, but is consistently reiterated in church administration literature. In *Mastering Church Management*, authors Don Cousins, Leith Anderson, and Arthur DeKruyter apply the priority of the selection process to the hiring of associate pastors. “Effective management of staff begins with the hiring process. A church will not be tripped up as much if this first step is taken well.”<sup>94</sup> Management consultant Pat MacMillan, in *Hiring Excellence*, criticizes those who minimize the priority of the selection process and have to perform damage control with hired personnel later. “Their most earnest efforts are being poured into minimizing the losses rather than maximizing the profits! The key is to spend the effort on the front end hiring excellent people, rather than on the back end repairing the damage.”<sup>95</sup> Dan Reiland, in “*The Art of Managing Church Staff*,” echoes the priority of a quality selection process by stating: “There is more to developing a strong and effective staff than hiring well; but if you don’t hire well, you are in trouble from the start.”<sup>96</sup> There is no short-cut to an effective selection process. There is often a corresponding relationship between an inferior selection process and the quality of the one hired. Wayde Goodall, in “Preventing Staff Infection - A Senior Pastor’s View” shares this insight by commenting on senior pastors who take the path of least resistance in associate pastor selection. He remarks:

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<sup>94</sup>Anderson, Leith, Don Cousins, and Arthur DeKruyter, *Mastering Church Management*. Portland, OR: 1990, 151-152.

<sup>95</sup>MacMillan, Pat. *Hiring Excellence*. Colorado Springs: Navpress, 1992, 30.

<sup>96</sup>Reiland, Dan M. “The Art of Managing Church Staff” (n.d.) Enrichment Journal. Retrieved June 14, 2006, from [http://enrichmentjournal.ag.org/200304/082\\_stf.cfm](http://enrichmentjournal.ag.org/200304/082_stf.cfm), 2.

I am often surprised when I hear of a pastor hiring a staff member because he has a decent resume. When a senior pastor does little research, does not call a perspective staff pastor's references, and conducts a short interview, it is no wonder many staff relationships fail.<sup>97</sup>

Two guiding principles become clear at the onset of associate pastor selection.

First, senior pastors and other church decision-makers involved in selection should view the process as a priority, worthy of an ample expenditure of time and diligent effort.

Secondly, there is a corresponding relationship between the quality of the selection process and the candidate who is hired.

Another pre-selection consideration in hiring associate pastors is determining the personnel responsible for performing the selection process. Robert White in writing *Managing Today's Church*, observes, "...no matter how it is done the screening process is time consuming."<sup>98</sup> White suggests that the screening process can be made more efficient by utilizing a personnel committee in conjunction with the senior pastor. To streamline the process, he recommends that, "The personnel committee should perform the screening interviews and present the two or three best candidates for the pastor's appraisal."<sup>99</sup>

An additional reason for the formation of an associate pastor selection team is objectivity. Dan Millheim, "The Right One for the Job" writes:

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<sup>97</sup>Goodall, Wayde I. "Preventing Staff Infection - A Senior Pastor's View" (n.d.) *Enrichment Journal*. Retrieved April 17, 2006, from [http://enrichmentjournal.ag.org/200503/200503\\_082\\_infection\\_sr.cfm](http://enrichmentjournal.ag.org/200503/200503_082_infection_sr.cfm), 2.

<sup>98</sup>White, Robert N. *Managing Today's Church*. Valley Forge, PA: Judson Press, 1981, 100.

<sup>99</sup>*Ibid.*, 100.

It is amazing how attached you can become to the prospects you begin to favor, even if they are not the right choice for your church. It is important, then, to be accountable to others throughout the hiring process, those who can be totally objective.... Wise, godly counsel is a tremendous asset to your search process.<sup>100</sup>

Once the implementation of an associate pastor selection team is determined, its members and leadership also need to be established. In respect to who constitutes an associate pastor selection team, Calvin Ratz, in “Calling Ministerial and Program Staff” cites the various approaches churches take in the process. He writes, “Some boards are actively involved; others approve the financial expenditure and leave the rest of the decision to the pastor. Typically, the smaller the church, the more everyone wants to get involved.”<sup>101</sup> Regardless of who is involved in associate pastor selection however, Ratz recommends that senior pastors must take the lead in the process of selecting a new associate minister.<sup>102</sup> Management consultant and former pastor Michael Woodruff in his article, “How to Win the Game of Hiring,” also emphasizes the importance of a selection team and the leadership of the senior pastor in the process. He writes to senior pastors: “Obviously, if you need to add a member to your paid staff, then you should have the strongest voice in choosing who is hired. Yet I hope it is equally obvious that you accept

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<sup>100</sup>Millheim, Dan. “The Right One for the Job,” (n.d.) Retrieved May 30, 2006, from Christian Copyright Licensing International Web site: <http://www.ccli.com/WorshipResources/Articles.cfm?itemID=8>, 6.

<sup>101</sup>Ratz, Calvin C. “Calling Ministerial and Program Staff,” in the Leadership Handbook of Management and Administration: Practical insight from a Cross Section of Ministry Leaders, by James D. Berkley, Grand Rapids: Baker Books, 1994, 8.

<sup>102</sup>Ibid., 9.

help in making that decision.”<sup>103</sup> “Though Woodruff observes that some churches form committees from their membership, while others hire consultants to act as an objective third party, he believes that key selection committee members should be existing pastoral associates.”<sup>104</sup>

Additionally, prayer ministry should also be a vital pre-selection consideration and as previously underscored in chapter II, it is integral to the associate pastor selection process. Woodruff emphasizes that the most important team formation in the associate pastor selection process is a prayer team. “Recruit a prayer team. When you form a selection team, also form a prayer team whose responsibility is to meet weekly to ask God’s blessing on the process.”<sup>105</sup>

Another vital pre-selection consideration suggested by church administrative literature consists of preparing an associate pastoral candidate information packet. Millheim states a candidate’s packet will contain those items that will equip an applicant with information for a quality selection process (i.e. mission, vision, value statement(s); job description; personality profiles; interview agenda).<sup>106</sup>

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<sup>103</sup>Woodruff, Michael. (1999) “How to Win at the Game of Hiring,” Retrieved September 25, 2006, from Youth Specialities Web site: [http://www.youthspecialties.com/articles/topics/job\\_help/hiring\\_game.php?1](http://www.youthspecialties.com/articles/topics/job_help/hiring_game.php?1).

<sup>104</sup>Ibid., 1.

<sup>105</sup>Ibid., 5.

<sup>106</sup>Millheim, Dan. “The Right One for the Job,” (n.d.) Retrieved May 30, 2006, from Christian Copyright Licensing International Web site: <http://www.ccli.com/WorshipResources/Articles.cfm?itemID=8>, 5-6.

In review, selection literature stresses the importance of preparation to the hiring process. Selection preparation will include establishing selection and prayer teams, along with a candidate packet. The literature reviewed leans in favor of the senior pastor leading the selection process with a team of spiritual leadership (i.e. staff members, deacons, elders,) composing the selection team.

## **B. Selection Criteria Formation**

One of the most important dynamics in both secular and Christian literature pertaining to the hiring process is the development of selection criteria before candidate screening even begins. The selection criteria becomes the guide for effective assessment during the screening process. Neglecting the vital exercise of profiling the right kind of person for an associate pastoral position will lead to a faulty selection process.

True selection criteria development requires that a selection team identify, delineate and prioritize the traits and skills necessary to profile specific associate pastoral positions. MacMillan not only demonstrates how selection criteria development is key to effective assessment throughout the screening process and ultimately pivotal to final decision-making, but gives a thorough definition of this profiling process:

Selection criteria that help decision makers recognize qualified candidates are critical to successful people decisions. The criteria are the heart of our process. Such a list includes: gifts, skills, knowledge, aptitudes, interests, personality traits, character traits, and spiritual qualities that would ensure a good match between the person and position.<sup>107</sup>

MacMillan maintains that the selection criteria for an ideal associate pastoral position

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<sup>107</sup>MacMillan, Pat. *Hiring Excellence*. Colorado Springs: Navpress, 1992, 82.

will be comprised of non-negotiable items as well as a prioritized wish list of traits and skills.<sup>108</sup>

Management consultant Robert L. Genua in his book, *The Employer's Guide to Interviewing: Strategy and Tactics for Picking a Winner*, recommends dividing selection criteria into three parts: the applicant's past history, personal characteristics, and future potential.<sup>109</sup> Genua is convinced that if selection criteria development is done properly, a selection team will have a clear picture of what a successful candidate should be.<sup>110</sup>

Upon reviewing church administration and spiritual leadership literature, categories emerge relative to ministerial selection criteria. Categories which are a recurring theme would include:

1. Christian life and leadership (evidence of Christian life and spiritual leadership),
2. Character (includes New Testament spiritual leadership qualifications, with integrity as a primary trait,
3. Call (showing evidence of a divine call to vocational ministry and a specific type of pastoral ministry);
4. Compatibility (the "fit" between a candidate and a senior pastor/church in vision, ministry philosophy, culture, personality, etc.);
5. Chemistry (the candidate's interpersonal skills, their ability to relate to the senior pastor, staff, the assigned ministry department and the general congregation);
6. Competency (the spiritual gifts, ministerial skills and knowledge necessary to perform well in the position); and
7. Compensation (includes salary, benefit and reimbursable compensation ranges framed at the onset of the process to guide both the church and the candidate). These selection criteria were addressed in Chapter II,

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<sup>108</sup>Ibid., 100.

<sup>109</sup>Genua, Robert L. *The Employer's Guide to Interviewing: Strategy and Tactics for Picking a Winner*. Englewood Cliffs, NJ: Prentice-Hall, Inc., 1979, 14.

<sup>110</sup>Ibid., 18.

pertaining to their biblical basis.

Therefore, the importance of selection criteria development and utilization cannot be overstated. It can be seen how the selection criteria becomes the engine for the entire hiring process. Well thought out selection criteria for an associate pastor should delineate vision, priorities, characteristics, and qualifications for spiritual leadership that all candidates must be measured by. Senior pastors and selection teams properly guided by selection criteria will not fall prey to “candidate comparison” decisions, where they choose the best candidate among many. Rather they will select the candidate who best aligned to established criteria, especially relative to those aspects that are non-negotiable items. In this regard, Reiland adds: “Set your standards and do not lower them. Repeat out loud to yourself if necessary, ‘I will not lower my standards.’ Don’t settle for less. Go for the best.”<sup>111</sup>

Once the selection criteria for an associate pastoral hiring has been established, the next stage in the selection process can commence - the screening process. The screening process can be divided into two parts: information retrieval and assessment. The following section reviews literature in respect to the screening process as it relates to retrieving and organizing specific data on candidates.

### **C. The Screening Process and Information Retrieval Methods**

Effective screening of candidates requires the use of correct tools in order to

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<sup>111</sup>Reiland, Dan M. “The Art of Managing Church Staff” (n.d.) *Enrichment Journal*. Retrieved June 14, 2006, from [http://enrichmentjournal.ag.org/200304/082\\_stf.cfm](http://enrichmentjournal.ag.org/200304/082_stf.cfm), 5.



retrieve necessary data concerning applicants for the succeeding assessment process.

Research has indeed proven that the effective use of information retrieval methods for the purpose of screening candidates heightens the probability of successful selection. In the Development Dimensions International study of 162 corporations conducted by research consultant Sheila Rioux and DDI manager Paul Bernthal, organizations were asked to indicate how extensively they use several selection practices and how much they anticipate using them in the future.<sup>(1)</sup> Rioux and Bernthal report:

Most organizations make extensive use of applications (89 percent), manual resume screening (80 percent), and reference checks (75 percent) in their selection systems. Results from this study indicate that selection tools designed to obtain behavioral and motivational information about candidates contribute to effective selection systems.<sup>112</sup>

MacMillan compares the entire evaluation/screening process to a “funnel” where all candidates enter the top of the funnel and, optimally, only the very best one will emerge:

As we proceed through the funnel, fewer and fewer candidates make it to the next step in our evaluation process. At the same time, the costs of evaluation in time and money are rising. Therefore, we will want to sequence our strategy and evaluation tools in a fashion that knocks out unqualified people early in the process.<sup>113</sup>

The following sections will: define those tools that are specifically used for information retrieval; show how these methods can be effectively used for screening

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<sup>112</sup>Bernthal, Paul and Sheila M. Rioux. “Recruitment and Selection Practices,” (n.d.) Center For Applied Behavioral Research. Retrieved March 2, 2006, from <http://www.ddiworld.com/pdf/cpgn51.pdf#search='sheila%20m.%20rioux%2c%20Ph.D'>, 5.

<sup>113</sup>MacMillan, Pat. *Hiring Excellence*. Colorado Springs: Navpress, 1992, M-134.

candidates; address specific data gathering issues relating to associate pastor selection; and review the legal considerations involved.

### 1. The Resume

Usually the first encounter a senior pastor or church will have with an associate pastoral candidate will be information packaged and presented by them in the resume. Ideally, the resume will contain the information which will determine a candidate's further viability when compared to the developed non-negotiable criteria.

MacMillan explains there are two basic kinds of resumes: chronological and functional.<sup>114</sup> The chronological resume presents job history, focusing on time frames and the specific position or job title. Commonly these type of resumes begin with an applicant's present place of employment and proceeds backwards. Dates and position titles form the basic organizational structure of these resumes.<sup>115</sup> The functional resume stresses experiences, achievements, and skills rather than the position itself. In the functional resume an applicant believes that their skills, training and expertise offer greater insight into their viability as a candidate than where they have worked or what positions they have held.<sup>116</sup> MacMillan comments on what type of resume is more preferred by selection specialists and management consultants:

Most professional search consultants prefer the chronological format. They are generally familiar with the various jobs in a given industry and, therefore, have a pretty good grasp on the typical skills and expertise needed to perform in a given

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<sup>114</sup>Ibid., 138.

<sup>115</sup>Ibid., 139.

<sup>116</sup>Ibid., 139

position....the list of experiences, achievements, and skills shown on the functional resume are best brought out in the interview process.<sup>117</sup>

Woodruff recommends evaluating associate pastoral candidates' resumes by organizing them into three categories: "high potential," "possible," and "unqualified."<sup>118</sup> He stresses the importance of senior pastors and selection teams in keeping their selection criteria before them as the assessment instrument through which all resumes are to be filtered.<sup>119</sup> Woodruff warns senior pastors to not be naive in reviewing resumes and offers advice for resume screening:

Do understand that people are going to make themselves look as good as they possibly can. Learn to read between the lines. Look for specific numbers and past measurable accomplishments.... Look for qualifiers like "had exposure to, assisted with, have knowledge of, which basically means they have no hands - on experience in that area. Some hiring experts suggest that you start reading each resume from the bottom up, because people will list their best information at the beginning.<sup>120</sup>

There are seven items that MacMillan looks for in reviewing resumes.

1. Achievement - the indicators here for MacMillan would be the accomplishment goals over the process of time or in specific events.<sup>121</sup>
2. Growth and progress in the life and employment history of the candidate. Here MacMillan analyzes the resume for evidence of greater expertise in

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<sup>117</sup>Ibid., 140-141.

<sup>118</sup>Woodruff, Michael. (1999) "How to Win at the Game of Hiring," Retrieved September 25, 2006, from Youth Specialties Web site: [http://www.youthspecialties.com/articles/topics/job\\_help/hiring\\_game.php?](http://www.youthspecialties.com/articles/topics/job_help/hiring_game.php?), 3.

<sup>119</sup>Ibid., 3.

<sup>120</sup>Ibid., 3.

<sup>121</sup>MacMillan, Pat. *Hiring Excellence*. Colorado Springs: Navpress, 1992, 141.

- skills and progress in responsibilities.<sup>122</sup>
3. Clarity in composition - here the resume is reviewed for organization, grammatical ability and candor. MacMillan believes this assessment offers the first insight into a candidate's thinking processes, ability to articulate, and honesty.<sup>123</sup>
  4. Evidence of stability, consistency, and longevity also are examined. MacMillan suggests rejecting those resumes where people show a history of changing jobs frequently and have gaps in their employment history.<sup>124</sup>
  5. Education - here MacMillan cautions screeners to beware of those who list academic institutions attended, but lack the attaining of any degrees.<sup>125</sup>
  6. Resume padding - MacMillan warns screeners here to be alert to situations where personal information is used to pad a resume to make up for a void in more pertinent areas.<sup>126</sup>
  7. Resume appearance - for MacMillan glitzy graphics are usually a negative, rather than a positive in resume screening.<sup>127</sup>

In respect to associate pastor selection, additional informational items can be requested with resume submission, which would assist this initial screening. In addition to merely requesting a resume, Millheim has associate pastoral applicants send a one page vision statement, a family picture, a reference list, and a video recording of themselves involved in ministry.<sup>128</sup>

In review, vital screening is accomplished right at the onset of the selection

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<sup>122</sup>Ibid., 141.

<sup>123</sup>Ibid., 142.

<sup>124</sup>Ibid., 143.

<sup>125</sup>Ibid., 143.

<sup>126</sup>Ibid., 143

<sup>127</sup>Ibid., 144.

<sup>128</sup>Millheim, Dan. "The Right One for the Job," (n.d.) Retrieved May 30, 2006, from Christian Copyright Licensing International Web site: <http://www.ccli.com/WorshipResources/Articles.cfm?itemID=8>, 5.

process with the assessment of the information obtained in the resume. Resume screening is important for cost effectiveness, time efficiency, and for determining the viability of candidates. Resume screening is best accomplished when assessed through the filter of the selection criteria.

## 2. The Application

Since it is important to screen candidates with non-negotiable criteria early in the evaluation process, it is advisable to require completed application forms covering vital information in conjunction with a resume, so data for initial decision-making is not lacking.<sup>129</sup> While each resume in a stack of resumes can vary in format and presentation from candidate to candidate, the organizational structure of the application in the church setting can be chosen by a senior pastor and a selection team. In the application, a church can ask for the information most pertinent to the initial stages of the associate pastoral selection process such as: academic and employment history; ministry accomplishments; skills; references; previous names and contact information of previous employers, senior pastors and supervisors. Genua will not interview a candidate until they have first submitted a resume and a completed application that he has had time to review. In respect to how he formats his applications, Genua writes:

The application forms I use contain blocks that require dates of employment, salary history, and past job titles. This information allows me to conduct a thorough study of the applicant before the interview, as well as to organize my thoughts and to prepare questions beforehand.<sup>130</sup>

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<sup>129</sup>MacMillan, Pat. *Hiring Excellence*. Colorado Springs: Navpress, 1992, M-134.

<sup>130</sup>Genua, Robert L. *The Employer's Guide to Interviewing: Strategy and Tactics for Picking a Winner*. Englewood Cliffs, NJ: Prentice-Hall, Inc., 1979, 5.

For Genua, the application serves the purpose of providing needed information for screening purposes that the resume often does not offer. He stresses the application should be entirely filled out, "...it often becomes a basic document in the employee's personnel records, as well as a basis for reference and background checks."<sup>131</sup> Genua recommends using the application as a resource for interviewing and that items left blank should be explored within the context of the interview.<sup>132</sup>

MacMillan stresses the aspect of efficiency that applications represent to the selection process. He notes applications make it easier to compare a candidate to others (i.e. work history, qualifications, etc.). He cites the opportunity applications offer in gathering crucial contact information (i.e. phone information,) that might save a phone call.<sup>133</sup>

MacMillan observes: "An application form not only minimizes the screening cost to the employer but allows for easier comparison against predefined standards as well."<sup>134</sup>

Attorney Richard Hammar, in his book, *Pastor, Church & Law*, comments on the importance of securing all application information. "All applications and records of contacts with churches or other references must be kept and treated as confidential. Access should be restricted to those few persons with a legitimate interest in the

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<sup>131</sup>Ibid., 19.

<sup>132</sup>Ibid., 19.

<sup>133</sup>MacMillan, Pat. *Hiring Excellence*. Colorado Springs: Navpress, 1992, 144.

<sup>134</sup>Ibid., 145.

information.”<sup>135</sup>

Applications, then, are a valuable screening tool for standardizing requested data that addresses selection criteria issues (often found lacking in resumes), reference information, and release statements for background checks. Selection teams also can use the applications of viable candidates as a guide during assessment stages of the selection process.

### 3. Work Samples

Another source of candidate information becoming quite common in the associate pastor selection process is that of “work samples”. Work samples are usually dependent upon the type of associate pastoral position being sought. Today, candidates will often provide video samples of themselves performing ministry. For example worship pastors provide videos of worship leading and youth pastors provide videos of preaching in youth meetings.

Both church administrative and secular management sources recommend the practice of requesting a candidate’s work samples. According to Genua, work samples should round out the information file created for a job applicant.<sup>136</sup> He states that “...work samples serve as concrete evidence of a person’s ability to perform such functions as writing, graphics, advertising, sales promotion, and professional publishing.”<sup>137</sup> Genua

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<sup>135</sup>Hammar, Richard R. *Pastor, Church & Law*. Matthews, NC: Christian Ministry Resources, 2000, P-750.

<sup>136</sup>Genua, Robert L. *The Employer’s Guide to Interviewing: Strategy and Tactics for Picking a Winner*. Englewood Cliffs, NJ: Prentice-Hall, Inc., 1979, 21.

<sup>137</sup>*Ibid.*, 21.

adds that work samples are usually required when a candidate is applying for a position which involves clearly defined skills.<sup>138</sup>

Millheim shares that in the selection process for a new worship pastor for his church he requested each candidate provide him with a CD work sample of their worship leading. He writes:

Our music director position was for a highly skilled writer, arranger and keyboard player. Initially, I was overwhelmed by CDs, but what I wanted to hear was a candidate's spontaneous worship without hiding behind the benefits of technology. This turned out to be one of our best screening tools...!<sup>139</sup>

Work samples benefit the associate pastoral selection process by adding another level of information for assessment purposes. Works samples (especially video) can: depict a candidate in stress-free context; offer cost-effectiveness; and an early screening tool in the selection process.

#### 4. The Reference

The reference is an invaluable information retrieval tool for assessing the viability of candidates. Exclusive of what applicants reveal about themselves, referencing is typically the only means of gaining insight into the past behavior of a candidate. Referencing is the method of contacting someone to inquire about issues relating to an applicant's past or potential employment such as: character, behavior, skills, performance, etc.

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<sup>138</sup>Ibid., 21.

<sup>139</sup>Millheim, Dan. "The Right One for the Job," (n.d.) Retrieved May 30, 2006, from Christian Copyright Licensing International Web site: <http://www.ccli.com/WorshipResources/Articles.cfm?itemID=8>, 5.



MacMillan perceives a biblical basis for referencing. He cites how in the selection criteria Paul fashioned for spiritual leadership, he instructed Timothy to only consider those who had "...a good reputation...." (1 Timothy 3:7) especially with those outside of the church. MacMillan observes that Timothy would not have been able to ascertain the reputation of a candidate without referencing the individual. Hence, MacMillan claims that answers to questions of spiritual maturity and vital character issues are often only found through referencing.<sup>140</sup>

In the literature reviewed, church administration consultants and secular management consultants all agree on the vital importance of quality referencing in the selection process. Ditzen, a strong proponent of referencing in the associate pastoral selection process, states: There should be no hesitation in asking the references to give personal, even intimate information that might be of assistance to the personnel committee.<sup>141</sup>

MacMillan expresses the great value of referencing even in relation to the all-important interview:

The reference is a primary source of information in our selection process; our only window into past behavior outside the reports given by the candidates themselves. The interview is a self-report, but few of us have a really accurate, objective picture of the skills, behaviors, and contributions we bring to the work setting. So we need the outside validation the reference provides.<sup>142</sup>

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<sup>140</sup>MacMillan, Pat. *Hiring Excellence*. Colorado Springs: Navpress, 1992, 175.

<sup>141</sup>Ditzen, Lowell Russell. *Handbook of Church Administration*. New York: The Macmillan Company, 1962, 47.

<sup>142</sup>MacMillan, Pat. *Hiring Excellence*. Colorado Springs: Navpress, 1992, 176

Bradford Smart in his book, *The Smart Interviewer: Tools and Techniques for Hiring the Best*, even expresses the importance of quality referencing in view of cost effectiveness, security, our litigious society and how hiring reflects on hiring managers:

Companies have been successfully sued for not reference-checking selection candidates better. Rand Corporation estimates it costs them \$225,000 to defend and win a wrongful discharge suit in California. Is it not prudent to learn the negatives as well as the positives before hiring or promoting someone? Miss-hires are not just costly to your employer; they make you look bad and cause you headaches - results that are avoidable with proper methods. You, the hiring manager, have every legal right and moral obligation to thoroughly investigate the strengths and weaker points of a candidate in relation to all the person specifications.<sup>143</sup>

Extensive referencing is key to Smart's interviewing process. In order to achieve complete and accurate responses in interviewing, Smart consistently reiterates to applicants that very thorough reference checks will be completed. According to Smart, the threat of extensive reference-checking is not intimidating, but expresses the quality nature of the hiring process.<sup>144</sup>

The interviewee senses that the entire selection process is positive, professional, and thorough. The better candidates welcome the scrutiny; those with something serious to hide are less comfortable.<sup>145</sup>

A primary reason why referencing is so critical to the selection process is due to a vital principle that should pervade the entire selection process: "past behavior is the best predictor of future performance." This principle concerning behavior especially pertains

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<sup>143</sup>Smart, Bradford D. *The Smart Interviewer: Tools and Techniques for Hiring the Best*. New York: John Wiley & Sons, 1989, 72.

<sup>144</sup>*Ibid.*, 74.

<sup>145</sup>*Ibid.*, 74.

to the discussion of referencing. Both secular and Christian management consultants alike voice the principle of past behavior predicting future behavior.

Smart embraces this idea of discovering a candidate's recent past behavior in order to discover future potential. If an applicant has demonstrated mature behavior for the last ten years, Smart would disregard their immature college behavior of twenty years ago. Yet he notes that if a candidate's lifestyle has exhibited volatility, dishonesty, greed, poor character and the like, this behavior will most probably continue in the future.<sup>146</sup>

If a person has been criticized by three employers (including the current one) in the past six years for missing deadlines, don't bet on the person's suddenly being able to improve priority setting or organization or whatever accounts for the previous problems.... People may initially be on good behavior in the new job, but when pressures mount, they regress to the old ways. It takes either guts or gullibility to believe that people will be happy and successful in job situations requiring dramatic and immediate improvement in a weak area, or a radical shift in values or needs.<sup>147</sup>

MacMillan so embraces this principle of behavior determination that he writes:

Perhaps the most critical concept in this book is that the best predictor of future behavior is past behavior. The reference is a primary source of information in our selection process; our only window into past behavior outside the reports given by the candidates themselves.<sup>148</sup>

Woodruff echoes the principle of past and future behavior, its connection to the referencing process and especially applies it to the selection of associate pastors:

When it's all said and done, what's been done counts a lot more than what's been said. The best indicator of what anyone will do in the future is what they did in the past. References help you check an applicant's past. If they told you that they

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<sup>146</sup>Ibid., 97.

<sup>147</sup>Ibid., 100.

<sup>148</sup>MacMillan, Pat. *Hiring Excellence*. Colorado Springs: Navpress, 1992, 175-176.

did something, check to be sure they're accurate.<sup>149</sup>

MacMillan clearly expresses that not all past behavior is equal and would agree with Smart on the importance of reviewing recent past behavior. He even shares how this behavior principle relates to who needs to be referenced and to where one should focus their referencing:

The best predictor of future behavior is past behavior, but not all past behavior is equal. The more recent the behavior, the better the indicator of what we can expect to see in the near future under similar circumstances. Therefore, current references are more valuable than older ones. References from similar job or work settings are better than those from dissimilar situations.... I tend to steer away from old teachers, former athletic coaches, and personal references...unless they have insight into a specific criterion in which I am interested.<sup>150</sup>

Once the importance of referencing is ascertained to an effective selection process, one is confronted by several issues relating to understanding how to implement this information retrieval tool in a quality manner. The following sections offer effective referencing guidelines gleaned from both Christian and secular management consultants.

In determining who should be included in the referencing of an applicant, Smart observes: "Bosses should be contacted, but in reviewing job history, you may conclude certain peers, subordinates, or customers would be valuable sources, too. Fine-call them with permission."<sup>151</sup>

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<sup>149</sup>Woodruff, Michael. (1999) "How to Win at the Game of Hiring," Retrieved September 25, 2006, from Youth Specialities Web site: [http://www.youthspecialties.com/articles/topics/job\\_help/hiring\\_game.php?](http://www.youthspecialties.com/articles/topics/job_help/hiring_game.php?), 3.

<sup>150</sup>Macmillan, Pat. *Hiring Excellence*. Colorado Springs: Navpress, 1992, 179.

<sup>151</sup>Smart, Bradford D. *The Smart Interviewer: Tools and Techniques for Hiring the Best*. New York: John Wiley & Sons, 1989, 77.

In DeKruyter's perspective, fielding questions with those an associate pastoral applicant was employed by previous to their present situation elicits more accurate responses. "Trying to locate someone for whom the candidate worked two or three situations ago also helps. Their superiors tend to be far more honest with the passing of time."<sup>152</sup>

Woodruff states that as a point of candidate assessment he analyzes "who" is chosen as a reference. Points of concern for him which would call for further exploration would be when an applicant does not list as a reference their current senior pastor or anyone who is currently ministering under them:

Also, don't just consider what the reference says, but also consider who the reference is. Are the references qualified to judge this person? Have the references worked day in and day out with your applicants? I spend as much time looking at who the applicant picked as references as I do listening to the references. Do the applicants list the senior pastor they are currently working under? If not, why not? Also, do they list any people who have to report to them? These are things I want to know.<sup>153</sup>

Procedurally, Woodruff suggests that in contacting references, senior pastors "...start with the names on the bottom first - they will probably be the most honest."<sup>154</sup> In order to obtain other good reference sources, he recommends senior pastors, "Ask each

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<sup>152</sup>Anderson, Leith, Don Cousins, and Arthur DeKruyter, *Mastering Church Management*. Portland, OR: 1990, 155.

<sup>153</sup>Woodruff, Michael. (1999) "How to Win at the Game of Hiring," Retrieved September 25, 2006, from Youth Specialties Web site: [http://www.youthspecialties.com/articles/topics/job\\_help/hiring\\_game.php?](http://www.youthspecialties.com/articles/topics/job_help/hiring_game.php?), 3-4.

<sup>154</sup>Ibid., 4.

reference for the names of others that you could talk to, especially previous employers.”<sup>155</sup>

In the case of a negative reference, Woodruff advises to check beyond one bad reference, for “...the problem could lie with the reference.”<sup>156</sup>

Often pastors are conflicted when confronted with the duty of referencing. Quality referencing is time consuming and can become a major additional task for the busy pastor. According to MacMillan a complete reference will take a minimum of twenty to forty-five minutes.<sup>157</sup> In addition, obtaining verbal references from former supervising senior pastors can at times be an awkward situation. When communicating with an applicant’s present senior pastor, defensiveness, rejection, feelings of betrayal and jealousy can often characterize the reference conversation. It is an uncomfortable situation for both the present senior pastor and the potential new senior pastor. At times, the present senior pastor is either mad or sad about losing an associate and the potential new senior pastor experiences feelings of guilt in being perceived as stealing another senior pastor’s associate. In view of the amount of time quality referencing demands and the awkwardness of communicating, especially with the present senior pastor, it is easy to understand why many senior pastors delegate the task of referencing to others, or utilize written references only or just ignore referencing altogether.

Should a senior pastor delegate the task of referencing to others? Genua strongly recommends the one responsible for the success or failure of a hiring be the one to do the

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<sup>155</sup>Ibid., 4.

<sup>156</sup>Ibid., 4.

<sup>157</sup>MacMillan, Pat. *Hiring Excellence*. Colorado Springs: Navpress, 1992, 182.

referencing in order to insure quality.<sup>158</sup>

Due to the time consuming nature of referencing and the uncomfortable situations it often provokes, would referencing forms requesting written responses be acceptable for a quality selection process? MacMillan cites the three primary channels for soliciting reference information: written (i.e. mail, e-mail, fax,) in-person interviews, and telephone.<sup>159</sup> Yet MacMillan believes written references are the poorest method of obtaining meaningful reference information.<sup>160</sup>

In this litigious society of ours, people are very cautious about taking risks and committing themselves on “hard copy.” Additionally, mail references do not provide the dynamic of either in-person or phone references.... Without a doubt, in-person references have the potential to yield the highest quality results.<sup>161</sup>

MacMillan observes, however, that “...as good as in-person references are, time and cost make them impractical in most instances.”<sup>162</sup> Therefore, MacMillan concludes the most popular reference method is the telephone. Due to the telephone’s immediacy, cost-effectiveness, and ability to offer rapport, in his opinion, it is still the most effective reference tool when all factors are considered.<sup>163</sup>

Genua recommends applicants be informed that their prior supervisors will be

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<sup>158</sup>Genua, Robert L. *The Employer’s Guide to Interviewing: Strategy and Tactics for Picking a Winner*. Englewood Cliffs, N J: Prentice-Hall, Inc., 1979, 20.

<sup>159</sup>MacMillan, Pat. *Hiring Excellence*. Colorado Springs: Navpress, 1992, 177.

<sup>160</sup>*Ibid.*, 177.

<sup>161</sup>*Ibid.*, 177.

<sup>162</sup>MacMillan, Pat. *Hiring Excellence*. Colorado Springs: Navpress, 1992, 178.

<sup>163</sup>*Ibid.*, 178.

contacted for a reference. A release statement to contact all agreed upon references is highly suggested. In respect to situations where a present supervisor (i.e. a senior pastor) is unaware the candidate is applying for another position Genua states: “If a person is presently employed, at his or her request the employer should not be contacted until a decision is imminent. On receiving the applicant’s agreement, it is recommended that you contact the prior supervisor and complete a reference check.”<sup>164</sup>

MacMillan offers a sequential procedure that acts as a guideline for the items and issues to cover when implementing phone or in-person referencing:

I strongly recommend that you script out your introduction, including a brief overview of the position and the primary selection criteria.<sup>165</sup> ... As to the structure of the conversation, start on a safe, neutral note. For example, establish the relationship of the reference to the candidate.<sup>166</sup> ... Another safe, front-end issue would be to verify dates of employment and other factual elements of the previous position.<sup>167</sup> ... Next, deal with the basics of the job, the primary qualifications of this individual against the criteria being referenced. Save the sensitive issues till last.<sup>168</sup>

Yet management consultants concur that at the heart of quality referencing are the questions (in respect to the selection criteria) one asks. Woodruff states: “Remember, references are not likely to volunteer unflattering information unless you ask specific

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<sup>164</sup>Genua, 20.

<sup>165</sup>MacMillan, Pat. *Hiring Excellence*. Colorado Springs: Navpress, 1992, 182.

<sup>166</sup>Ibid., 183.

<sup>167</sup>Ibid., 183.

<sup>168</sup>Ibid., 183



questions about that area.”<sup>169</sup> In using the hiring of a youth pastor as an example, DeKruyter also stresses the importance of asking specific questions: “Did they do a good job?” will not yield one-tenth the insight that “Did they work well with parents of the kids in the program?” will.”<sup>170</sup> MacMillan believes there is one question you should always ask a past supervisor, generally toward the end of the reference: "If given the opportunity, would you rehire this person?" He advises if the answer is a direct no, to ask why not.<sup>171</sup> MacMillan counsels to listen carefully for any hesitancy or pauses in referencing. “If you sense any hesitancy, put it on the table: ‘Mr. Smith, I sense a little hesitancy. Do you have any reservations? If so, what might they be?’”<sup>172</sup> MacMillan has made it a policy to close every reference with this question: "Mr. Smith, is there a question I should have asked you, but didn't?" According to MacMillan, over the years this question has brought a wealth of information that would have never been known otherwise.<sup>173</sup>

Selection specialists vary on where referencing should occur in the hiring process. Most frequently in the literature reviewed, referencing - due to its time consuming nature - is positioned sequentially at the end of the selection process and with only the most

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<sup>169</sup>Woodruff, Michael. (1999) “How to Win at the Game of Hiring,” Retrieved September 25, 2006, from Youth Specialities Web site: [http://www.youthspecialties.com/articles/topics/job\\_help/hiring\\_game.php?](http://www.youthspecialties.com/articles/topics/job_help/hiring_game.php?), 4.

<sup>170</sup>Anderson, Leith, Don Cousins, and Arthur DeKruyter, *Mastering Church Management*. Portland, OR: 1990, 156.

<sup>171</sup>MacMillan, Pat. *Hiring Excellence*. Colorado Springs: Navpress, 1992, 185.

<sup>172</sup>Ibid., 185.

<sup>173</sup>Ibid., 186.

viable candidates. Yet due to the cost (both in time and finances) to a church to bring in an associate pastoral candidate for interviewing, some church management consultants recommend performing referencing at the beginning of the process. Ratz is a proponent of utilizing referencing at the beginning of the selection process for time efficiency and to screen applicants down to three or four viable candidates.<sup>174</sup> MacMillan reflects the strength of both perspectives in respect to the timing of referencing in the selection process:

Because a major purpose of the reference is to confirm and clarify information gained in the candidate interview, the reference generally comes toward the end of the selection process. Additionally because referencing is time consuming, you will want to expend the major part of your effort only on the final few candidates.<sup>175</sup>

Yet MacMillan notes that when major expenditures are incurred in bringing in a candidate for interviewing, preliminary referencing is advisable ....especially in terms of major "must-have" issues.<sup>176</sup>

In summary, referencing is an important information retrieval tool for the purpose of assessing applicants. Referencing has a biblical basis and is rooted in the principle which states: "Past behavior is the best predictor of future performance." Vital references for associate pastoral applicants should include former supervising pastors, especially their present senior pastor, other associate pastors they have served with and those who

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<sup>174</sup>Ratz, Calvin C. "Calling Ministerial and Program Staff," in the *Leadership Handbook of Management and Administration: Practical insight from a Cross Section of Ministry Leaders*, by James D. Berkley, Grand Rapids: Baker Books, 1994, 235.

<sup>175</sup>MacMillan, Pat. *Hiring Excellence*. Colorado Springs: Navpress, 1992, 188.

<sup>176</sup>*Ibid.*, 188.

have worked under them. Verbal referencing containing specific questions is considered the most effective. Additionally, the most important question could very well be, "If given the opportunity, would you hire this person again?"

##### 5. Background Investigation and Related Legal Issues

Both secular management sources and church administration literature stress the critical importance of performing background investigation in the screening process. The advantage of background investigation is far more than just being a screening tool for eliminating unqualified applicants. Background investigation protects a church and senior pastor from: the stigma of poor decision-making; financial loss; legal liability; church schism; and most importantly injury or death to innocent victims. The following section will examine the necessity, the types, and the methodology of background checks along with related legal issues.

In his book, *The Safe Hiring Manual: The Complete Guide to Keeping Criminals, Imposters and Terrorists Out of The Workplace*, Lester Rosen stresses both the problem and the need today for hiring practices that protect both a company and the public:

Ask any labor lawyer, human resource manager or security professional whether an employer should engage in pre-employment screening. They all will have but one response: it is an absolute necessity. The exercise of due diligence is a must today, and proper due diligence includes verifications, background checks and pre-employment screening.<sup>177</sup>

Rosen compares much of today's hiring to meeting someone on the street, and after conversing with them and they seem reasonable to you, you say, "Here are the keys to my

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<sup>177</sup>Rosen, Lester S. *The Safe Hiring Manual: The Complete Guide to Keeping Criminals, Imposters and Terrorists Out of The Workplace*, 1<sup>st</sup> edition, Tempe, AZ: Facts on Demand Press, 2004, 15.

house. Come over and walk inside anytime you want, day or night - my house is your house.”<sup>178</sup> Rosen insists this analogy is much like the hiring practices in America (and in my opinion in the church) today:

A worker sends in a resume, which is merely a marketing device where an applicant tells an employer what the applicant chooses to reveal. The applicant comes in for an interview to talk about themselves. The interviewer makes a judgment about the person based upon whatever criteria the interviewer is using. If the judgment is positive, within a short time, period hiring decision is made.<sup>179</sup>

Rosen rightly underscores the fact that once an individual is hired, they literally have the “keys” to your economic house: assets, clients, co-workers, money, reputation and one’s very existence.<sup>180</sup> In associate pastoral selection, church leadership is handing over the “keys” to individuals who will have inroads to far more than money or material. Hired associates will gain access to: pastor-parishioner relationships that have been cultivated over the years; a church’s reputation; and the physical, emotional and spiritual welfare of countless lives. Rosen not only emphasizes that one bad hire can cost a company economically, but it can even threaten the career of the person responsible for the bad decision.<sup>181</sup> In the church setting, leadership would do well to consider what is at stake in hiring associate pastors.

Rosen also demonstrates the need for quality hiring practices by revealing the lack of integrity in the American workplace along with financial, driving and criminal records

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<sup>178</sup>Ibid., 16.

<sup>179</sup>Ibid., 16.

<sup>180</sup>Ibid., 16.

<sup>181</sup>Ibid., 16.

which were uncovered through investigation. Citing the research done by the screening division of the payroll processing giant ADP, he shared that ADP'S 2003 Hiring Index revealed that, "...ten percent, or approximately 300,000 records, contained an area of concern or data inconsistency."<sup>182</sup> The index showed that among records checked:

5% had a criminal record in the last seven years; 44% had a driving record with one or more violations or convictions; 24% had credit records showing a judgment, lien or bankruptcy, or had been turned over to a collection agency; 51% of employment, education and/or credential reference checks revealed a difference of information between what the applicant provided and the source reported; and resume fraud is as high as 40%. In other words, in 2 of every 5 resumes an employer receives, there are material misstatements or omissions that go beyond the acceptable bounds of puffing up a resume.<sup>183</sup>

Another reason why Rosen calls for safe hiring practices is due to the legal liability companies today have with their employees and even their selection procedures:

If the matter turns into litigation, then the legal fees stemming from a single incident of workplace misconduct can easily soar into six-figures, and jury awards can be astounding. Employers have a duty of due diligence in hiring, and if their hiring practices cause harm to co-workers or members of the public, an employer can be sued for negligent hiring.... Employers in California in 1999 lost sixty percent of the negligent hiring cases. There is no reason to believe the figures are significantly different in other states.<sup>184</sup>

Rosen even observes that once a bad employee is fired, he or she may sue charging wrongful termination.<sup>185</sup> He notes when an employer is found legally liable due to poor employee selection, the consequences are often irreparable.

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<sup>182</sup>Ibid., 20.

<sup>183</sup>Ibid., 20.

<sup>184</sup>Ibid., 17

<sup>185</sup>Ibid., 18.

Termination lawsuits, harassment claims, negligent hiring lawsuits and customer dissatisfaction all undermine a company's finances and reputation. The financial costs of these suits can be staggering; the damage these suits can cause to relationships with customers and employees may be fatal.<sup>186</sup>

In view of the lack of integrity which not only characterizes our culture, but so often occurs within the ranks of the clergy, it would be naive for church leadership to think they will never suffer an incident of ministerial misconduct. For senior pastors and churches to ignore implementing screening procedures in associate pastoral selection to safeguard their churches and their personal ministry is both foolhardy and dangerous. Some church leaders ignorantly think they are exempt from civil laws or lawsuits regarding negligent selection practices because of their First Amendment rights as a religious institution. Attorney Richard Hammar, *Pastor, Church & Law* writes: "Churches, like any employer, may be legally responsible for the negligence or other misconduct of employees committed within the course of their employment."<sup>187</sup> Hammar comments that frequently churches are found liable due to the negligent driving of church workers. For example a church can be found liable for someone killed by the reckless driving of an associate pastor on a hospital call. Hammar states churches also have been sued on the basis of "respondent superior" for incidents of sexual molestation committed by a church worker during a church activity.<sup>188</sup>

Critical to the discussion of associate pastoral selection is Hammar's review of a

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<sup>186</sup>Ibid., 17.

<sup>187</sup>Hammar, Richard R. *Pastor, Church & Law*. Matthews, NC: Christian Ministry Resources, 2000, 34.

<sup>188</sup>Ibid., 720.

church's legal liability in respect to negligent hiring practices. He observes:

One of the most significant legal risks facing churches today is negligent selection. The term negligence means carelessness or a failure to exercise reasonable care. Negligent selection, then, means carelessness or a failure to exercise reasonable care in the selection of a worker.<sup>189</sup>

Hammar reports many churches and denominational agencies today are confronting lawsuits due to clergy misconduct, especially sexual misconduct. He says the majority of these lawsuits are based on negligent selection. Hammar states negligent clergy selection occurs when a church or denominational agency fails to exercise reasonable care in the selection of a minister.<sup>190</sup>

For instance, negligent selection would be hiring a youth pastor without background investigation. Six months after being hired, it is alleged the youth pastor molested a teen girl. The church is later sued by the victim and her mother, on the basis of negligent selection. Later it is learned the youth pastor engaged in inappropriate sexual relations with a teen in a prior church.

Yet Hammar stresses it is important to note a church can be liable for negligent selection even when the minister's sexual misconduct involved an adult victim.<sup>191</sup>

Hammar's observation was recently proven true in the Arizona court system. The Associated Press reported: "Arizona courts can decide lawsuits over the licensing and hiring of pastors who are known or suspected to be likely to victimize church members, a

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<sup>189</sup>Ibid., 735.

<sup>190</sup>Ibid., 735.

<sup>191</sup>Ibid., 754.

state appellate court ruled September 19, 2002.”<sup>192</sup>

In this case involving clergy misconduct, a negligent hiring and licensing lawsuit was brought against the local church, the district and the General Board of the Church of the Nazarene. Though church officials argued that First Amendment rights prohibited civil intervention, the court of appeals said: “...Civil courts can resolve claims involving the hiring or licensing of pastors despite knowledge or suspicions of likely misbehavior because the cases can be decided on legal principles that are neutral on religion.”<sup>193</sup>

Hammar reminds us a church’s legal liability in respect to negligent selection is not isolated to sexual misconduct. He notes, “Negligent selection claims are not limited to cases involving sexual misconduct. They can arise anytime that a church’s failure to exercise reasonable care in the selection of an employee or volunteer leads to a foreseeable injury.”<sup>194</sup>

Screening procedures that preclude the possibility of negligent selection must be in place for associate pastoral hiring, in view of the liability that churches are exposed to not only in the legal and financial arenas, but the potential risk to their congregations,. The solution proposed by most of the management literature reviewed is the instituting of background investigation and verification in the screening process. Hammar states, “Churches can reduce the risk of liability based on negligent selection ...by adopting risk

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<sup>192</sup>Associated Press, September 21, 2002, “Arizona ruling allows lawsuits over hiring, licensing of church pastors.”, Retrieved September 25, 2006, from First Amendment Center Web site: <http://www.firstamendmentcenter.org/news.aspx?id=3407>

<sup>193</sup>Ibid., 1.

<sup>194</sup>Ibid., 761.



management policies and procedures.”<sup>195</sup> In the management and church business sources reviewed, there are predominantly ten major risk management steps that apply to associate pastoral selection.

(1) Applications. As previously observed, the screening process for associate pastoral candidates should include a written application form. Rosen stresses the use of applications instead of solely relying on resumes, to reduce negligent hiring.<sup>196</sup> Hammar agrees with Rosen’s assertion that applications are the first step in avoiding negligent hiring:

Churches can significantly reduce their risk of legal liability for negligent selection...by having every applicant...complete a screening application. At a minimum, the application should ask for the applicant’s name and address, the names of other minor-serving organizations in which the applicant has worked as an employee or volunteer, a full explanation of any prior criminal convictions, and the names of two or more references. The services of a local attorney should be solicited in drafting an appropriate screening form to ensure compliance with state law. It is also advisable that such forms be shared with a church’s insurance company and the state agency that investigates reports of child abuse for their comments. Obtain copies of the application forms used by the Boy Scouts .... and similar organizations....as a result of numerous lawsuits, these organizations have developed effective application forms.<sup>197</sup>

(2) Identity verification. Background checks and verifications should begin after applications are properly completed. Applications should contain release statement forms

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<sup>195</sup>Ibid., 748.

<sup>196</sup>Rosen, Lester S. *The Safe Hiring Manual: The Complete Guide to Keeping Criminals, Imposters and Terrorists Out of The Workplace*, 1<sup>st</sup> edition, Tempe, AZ: Facts on Demand Press, 2004, 53.

<sup>197</sup>Hammar, Richard R. *Pastor, Church & Law*. Matthews, NC: Christian Ministry Resources, 2000, 750.

that legally grant the right to churches to perform all background checks and verifications.

Genua cautions employers that if they utilize the services of an investigation company to verify employee application information, "...public law 91 - 508 requires applicants be advised that a routine inquiry may be made during the employment process concerning their character, general reputation, personal characteristics, and mode of living."<sup>198</sup>

According to Hammar, identity verification is the first of various verifications a church should perform in associate pastoral selection:

Having ... prospective employees ...complete an application form does not significantly reduce a church's risk of negligent selection.... If an applicant is unknown to you, confirm his or her identity by requiring photographic identification (such as a state driver's license). Child molesters often use pseudonyms.<sup>199</sup>

Hammar explains that a Social Security check is another background check that will confirm an applicant's identity and residential history.<sup>200</sup>

(3) Educational and Credential Verification. MacMillan believes academic records should always be verified. "Usually a phone call to the college registrar's office will be sufficient to confirm degrees earned, unless one needs a copy of grade transcripts."<sup>201</sup> Hammar observes that educational history is one of the most common

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<sup>198</sup>Genua, Robert L. *The Employer's Guide to Interviewing: Strategy and Tactics for Picking a Winner*. Englewood Cliffs, NJ: Prentice-Hall, Inc., 1979, 20.

<sup>199</sup>Hammar, Richard R. *Pastor, Church & Law*. Matthews, NC: Christian Ministry Resources, 2000, 751.

<sup>200</sup>*Ibid.*, 753.

<sup>201</sup>MacMillan, Pat. *Hiring Excellence*. Colorado Springs: Navpress, 1992, 189-190.

discrepancies made on employment application forms.<sup>202</sup> He also recommends verification of professional licenses and certifications as well.<sup>203</sup>

(4) Employment History Check. As previously noted, resume fraud is being reported at record highs. Because resume fraud is so prevalent, Hammar states an applicant's employment history should be confirmed as listed on their application forms.<sup>204</sup>

(5) Motor Vehicle Records Check. Anyone injured by an associate pastor driving a church vehicle or even his own personal vehicle in the course of his ministerial duties will subject the church to legal liability. Hammar cites the fact that often the negligence of church workers is associated with the use of a car, and includes such conduct as excessive speed, and reckless driving.<sup>205</sup>

(6) Credit History Check. The nature of associate pastoral work gives opportunity to a greater or lesser extent (depending upon the pastoral position) for associates to be responsible stewards with church finances. MacMillan recommends credit history checks when applicants will be responsible for overseeing finances and he underscores the importance of notifying applicants when credit checks are undertaken and utilizing legal release statements:

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<sup>202</sup>Hammar, Richard R. *Pastor, Church & Law*. Matthews, NC: Christian Ministry Resources, 2000, 753.

<sup>203</sup>*Ibid.*, 753.

<sup>204</sup>*Ibid.*, 753.

<sup>205</sup>*Ibid.*, 753

Credit reports are available from local or national credit-reporting agencies. However, the Fair Credit Reporting Act of 1971 requires that you inform the candidate that such reference will be taken. Many companies have a release statement (signed by the candidate) on their application forms that serves both as notification and a record of permission from the candidate.<sup>206</sup>

MacMillan suggests such a release statement be approved by an attorney. It might read along the following lines: “Because of the nature of the work, our selection process will involve obtaining references as to the credit standing, character, and reputation of applicants.”<sup>207</sup> Genua also recommends the use of credit background checks in the selection process, and their potential importance in final decision-making. “If your company uses the services of a private organization to verify the financial responsibility aspects of a potential employee, then that information, if highly unfavorable, can be a consideration in the final hiring decision.”<sup>208</sup>

(7) Criminal Records Checks. Hammar explains there are various kinds of criminal records checks, but the two main types are “name checks” and “fingerprint checks.”<sup>209</sup> He points out the advantages and disadvantages of both:

In many states, a “name check” only requires the individual’s name, ...date of birth, and address.... the advantage of these checks is that they are quick and accurate. The disadvantage is that they cover only one county per search. The second type of criminal records check covers state criminal records databases. The advantage of these checks is that they cover a larger geographical area than a

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<sup>206</sup>MacMillan, Pat. *Hiring Excellence*. Colorado Springs: Navpress, 1992, 189.

<sup>207</sup>*Ibid.*, 189

<sup>208</sup>Genua, Robert L. *The Employer’s Guide to Interviewing: Strategy and Tactics for Picking a Winner*. Englewood Cliffs, N J: Prentice-Hall, Inc., 1979, 21.

<sup>209</sup>Hammar, Richard R. *Pastor, Church & Law*. Matthews, NC: Christian Ministry Resources, 2000, 751.

county check. The disadvantages are that they are slower, less accurate, may not be available to churches, and are far more intrusive (they often require fingerprinting). In 1998, Congress amended the National Child Protection Act to permit churches and other charities to conduct criminal records checks (based on fingerprints) using the FBI criminal database.<sup>210</sup>

(8) Contact all References. The subject of referencing has already been examined in this thesis-project, except in its connection to safeguarding a church from liability.

What must be specifically emphasized in referencing as it relates to legal liability is the importance of record-keeping. Hammar states:

Contact each ... reference in the application, and request a written reference. If you do not receive a written response, contact references by telephone and take written notes of both questions asked and answers given. Reference responses should be kept with an applicant's original application permanently.<sup>211</sup>

(9) Interviews. Though interviewing as an assessment tool in the selection process will be more fully examined in a following section, its function as safeguard against liability needs to be noted here. Hammar recommends a specific kind of interviewing performed by a staff member to especially protect church minors. "Final candidates.... should be interviewed by someone trained to identify child molesters. Law enforcement personnel ... are more than willing to assist a church in learning how to identify potential child molesters during an interview."<sup>212</sup>

(10) Limit "Second Chances." Hammar expresses a valid pragmatic truth in respect to the naivete that senior pastors and church leadership often exercise in associate

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<sup>210</sup>Ibid., 751.

<sup>211</sup>Ibid., 750.

<sup>212</sup>Ibid., 753.

pastoral hiring decisions by stating:

Church leaders often “err on the side of mercy” when making employment decisions. This attitude can contribute to a negligent selection claim - if a church gives an applicant a “second chance” despite knowledge of prior sexual misconduct, and the conduct is repeated. What the church views as mercy may be viewed as negligence by a jury.<sup>213</sup>

MacMillan offers valid counsel if a senior pastor or selection team discovers negative information in performing background investigation on applicants:

A single bad report shouldn't sink the candidate. It just raises a yellow flag that motivates you to dig deeper. However, when a negative pattern is discovered regarding a candidate and confirmed by the reference, it could very well be the evaluative instrument that would be the ultimate source of rejection.<sup>214</sup>

It would be presumed, however, that MacMillan is referring to a background report such as a credit check instead of a criminal report regarding sexual abuse which hopefully would eliminate an applicant immediately from any further consideration.

There are other legal issues relative to background investigation and associate pastoral selection such as the Employee Polygraph Protection Act. Because of the liability associated with associate pastoral hiring, churches might incorporate a lie detector test into their selection process. However, Hammar relates the illegality of this notion:

Federal law prohibits employers ...to require or even suggest that an employee or prospective employee submit to a polygraph examination. There is no exemption for religious organizations.<sup>215</sup>

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<sup>213</sup>Ibid., 753.

<sup>214</sup>MacMillan, Pat. *Hiring Excellence*. Colorado Springs: Navpress, 1992, 190.

<sup>215</sup>Hammar, Richard R. *Pastor, Church & Law*. Matthews, NC: Christian Ministry Resources, 2000, 608.

In respect to referencing, seemingly church leadership is legally caught between the proverbial “rock and a hard place.” On one hand Hammar stresses the critical importance of documented referencing for liability purposes as cited above. Yet on the other hand he warns churches they may be exposed to liability by responding to a reference request by even offering positive information:

Many churches have been asked to provide reference letters on a current or former employee or volunteer. Unfortunately, such letters can expose a church to legal liability if not handled properly. While liability ordinarily is associated with negative information disclosed in a reference letter, it also may arise because of positive references.<sup>216</sup>

Hammar recommends three measures to minimize the risk associated with reference responses. These measures are examined here to obtain reference responses more readily, by protecting present and former employers of applicants from liability.

First, Hammar suggests responding with a reference letter (or telephone call) which only contains statements of fact which can be verified by documentation or testimony.<sup>217</sup> Hammar observes:

So long as there is a factual basis for a reference, a church will be eligible for the “qualified privilege” in most states that makes employers immune from liability for negative reference unless they act with malice. In this context, malice means that the employer knew that a statement was false, or acted with reckless disregard or indifference regarding the statement’s truth or falsity. In no case should opinions be expressed, since these are difficult to establish in a court of law.<sup>218</sup>

Second, Hammar recommends responding to reference requests only if a release

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<sup>216</sup>Ibid., 621.

<sup>217</sup>Ibid., 625.

<sup>218</sup>Ibid., 625.

form has been signed by the applicant in question releasing a church and any involved in the reference from liability.<sup>219</sup> Conversely, reference information will be expedited more effectively to a selection team for proper assessment if signed releases are forwarded to references. Hammar also outlines the procedure for insuring a proper release statement. “Ideally, a release form should require the person’s signature to be made before a notary public. At a minimum, a release form should require the signer’s signature to be witnessed by one or two other persons whose signatures appear on the form.”<sup>220</sup> In one aspect release statements also can become a screening measure. In the situation where release statements will not be signed by an applicant (perhaps due to their poor work history or previous misconduct), a “red flag” has been raised which serves as a warning to the hiring church to eliminate the candidate from further consideration

The third measure Hammar advises in respect to referencing is that if a church wants to give a negative reference on an applicant, they should first check with an attorney since the laws regarding “qualified privilege” vary nationwide.<sup>221</sup>

In summary, the necessity and importance of background investigation and verification to the associate pastoral selection process has been established. It has been noted that background investigation is not only vital for quality assessment but to avoid negligent hiring and to protect a church from liability. Since most clergy misconduct cases involve negligent hiring, ten risk management steps have been presented for quality

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<sup>219</sup>Ibid., 625.

<sup>220</sup>Ibid., 625.

<sup>221</sup>Ibid., 625.



selection. Legal considerations related to background investigation and the selection process also have been reviewed.

#### **D. The Screening Process and Assessment Methods**

Upon completing all the steps necessary for quality information retrieval on an applicant, the second part of an effective screening process in associate pastoral selection would focus on assessment. With the established selection criteria as an evaluative guide, effective assessment of associate pastoral applicants mainly involves interviewing and testing. The typical methods of assessment dynamics which are unique to ministerial candidate experiences also will be cited. The following sections will examine these assessment measures in view of how they can best serve the associate pastoral selection process.

##### **1. Interviewing**

In the literature reviewed, the selection method probably given the most attention is interviewing. Glen Kreun, author of *Staffing A Purpose Driven Church*, underscores the importance of interviewing to associate pastoral selection. “There are many tools and inventories available to assist a pastor or leader in the hiring process, however, I believe the interview is the single most important aspect of the hiring process.”<sup>222</sup>

In giving both the definition and the objective of interviewing, MacMillan writes: “The goal of our evaluation process is to gain insight into the relative qualifications of

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<sup>222</sup>Kreun, Glen. *Staffing a Purpose Driven Church* (n.d.). Retrieved July 21, 2006 from <http://www.pastors.com/articles/hiringPdc.asp>, 2.

our candidates. An interview, in the ideal sense, is a time for asking a series of carefully crafted questions that allow us to capture this insight.”<sup>223</sup> Further, MacMillan says, interviewing could be more aptly coined “inner” viewing.<sup>224</sup> He maintains this tool is only effective when it goes beyond the superficial and reveals the inner person.<sup>225</sup> MacMillan’s interviewing perspective has a biblical basis: “The purposes of a man’s heart are deep waters, but a man of understanding draws them out.” (Proverbs 20:5). Kreun specifically applies this objective of revealing a candidate’s inner nature through interviewing to associate pastoral selection:

The pastor needs to lead the candidate through a systematic process that will strip away all the fluff and get to the heart of the interviewee. The interview must bring the interviewing person to a place of a thorough understanding of the candidate: his heart/passion goals, gifts, abilities, experience, strengths, weaknesses, etc. If we do not get to this point we have failed the church and the person being interviewed.<sup>226</sup>

Management resources identify six main types of interviewing used in the hiring process. First is the “unstructured interview,” which as the name suggests involves unorganized questioning that varies from candidate to candidate.<sup>227</sup> The second type of interview is the “situational interview.” Here candidates are interviewed about what

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<sup>223</sup>MacMillan, Pat. *Hiring Excellence*. Colorado Springs: Navpress, 1992, 149.

<sup>224</sup>*Ibid.*, 149.

<sup>225</sup>*Ibid.*, 149.

<sup>226</sup>Kreun, Glen. *Staffing a Purpose Driven Church* (n.d.). Retrieved July 21, 2006 from <http://www.pastors.com/articles/hiringPdc.asp>, 2.

<sup>227</sup>“HR Guide to the Internet: Methods: Interviews,” (1999). Retrieved September 25, 2006, <http://www.hr-guide.com/data/G317.htm>

actions they would take in various job-related situations.<sup>228</sup> Woodruff recommends situational interviewing for associate pastoral selection because of its potential for predicting future performance. “Situational interviews - interviews where the candidate is asked, “What would you do in the following situation?” Can be helpful, because what a person says they will do and what they will actually do are pretty close.”<sup>229</sup> The next type of interviewing is termed “Behavior Description Interviews” where candidates are asked what actions they have taken in prior job situations that are similar to situations they may encounter on the job.<sup>230</sup> The “Comprehensive Structured Interview,” assesses an applicant’s job knowledge as developed through education, training and experience.<sup>231</sup> The fifth kind of interviewing, the “Structured Behavioral Interview,” poses the same questions to all applicants to determine how they handled past situations similar to what they might confront on the job.<sup>232</sup> The final type of interviewing would consist of “Oral Interview Boards,” where a candidate is questioned and independently scored by a panel of interviewers who pose job-related queries.<sup>233</sup>

Rioux and Bernthal noted the importance of behavior-based interviewing in their

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<sup>228</sup>Ibid., 2.

<sup>229</sup>Woodruff, Michael. (1999) “How to Win at the Game of Hiring,” Retrieved September 25, 2006, from Youth Specialties Web site: [http://www.youthspecialties.com/articles/topics/job\\_help/hiring\\_game.php?](http://www.youthspecialties.com/articles/topics/job_help/hiring_game.php?), 4.

<sup>230</sup>“HR Guide to the Internet: Methods: Interviews,” (1999). Retrieved September 25, 2006, <http://www.hr-guide.com/data/G317.htm>, 2.

<sup>231</sup>Ibid., 2.

<sup>232</sup>Ibid., 2.

<sup>233</sup>Ibid., 2.

previously mentioned research study of the selection practices of 162 companies:

Although nearly all (97 percent) of the organizations already use behavior-based interviews to some extent when selecting employees, .... This type of structured interview can be used to validly predict future behavior in dimensions (or competencies) critical to job success.<sup>234</sup>

Rioux and Bernthal observed a connection between behavior-based interviewing and companies that are successful in selection by concluding that, "...behavioral interviewing is a popular selection activity among organizations with highly effective selection systems."<sup>235</sup>

Interviewing offers definite advantages to the associate pastoral selection process. Since associate pastors are expected to have effective communication and interpersonal skills, interviewing is an excellent tool to ascertain these qualities.<sup>236</sup> Interviewing also can be effective in assessing a candidate's knowledge of a pastoral position and to compare him/her to other candidates in this regard.<sup>237</sup> Compatibility of the candidate with potential church staff members can be assessed in the interview process, especially if some staff members are included as interviewers. Interviewing is the only real selection method which offers the opportunity for the candidate to ask questions, whereby

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<sup>234</sup>Bernthal, Paul and Sheila M. Rioux. "Recruitment and Selection Practices," (n.d.) Center For Applied Behavioral Research. Retrieved March 2, 2006, from <http://www.ddiworld.com/pdf/cpgn51.pdf#search='sheila%20m.%20rioux%2c%20Ph.D'>,3.

<sup>235</sup>Ibid., 4.

<sup>236</sup>"HR Guide to the Internet: Methods: Interviews," (1999). Retrieved September 25, 2006, <http://www.hr-guide.com/data/G317.htm>, 2.

<sup>237</sup>Ibid., 2.

revealing additional insight into the applicant.<sup>238</sup>

Management consultants, however, express how inferior interviewing also can carry liabilities into the selection process and stress the importance of discerning common interview pitfalls. In this regard, Smart perceives typical interviewing as being ineffective and harmful to all involved:

The typically silly match-making dance in which interviewers ask the wrong questions about a partial list of person specifications and interviewees come prepared to hype strengths and hide shortcomings is ludicrously shallow superficial, and harmful - to hiring managers and candidates alike.<sup>239</sup>

Woodruff points out the weaknesses of what commonly comes under the heading of associate pastor interviewing. “They typically do not provide the kind of information people need to make a wise selection. They are usually unstructured and too short.”<sup>240</sup>

The following section will identify common interviewing pitfalls which must be avoided in order to use this assessment tool effectively for associate pastor selection.

A common interviewing shortcoming consists of premature decision-making. Management psychologist Wayne Cascio in his book, *Applied Psychology in Personnel Management*, comments on this pervasive problem in interviewing. “One of the most extensive research projects on the selection process confirmed that the typical interviewer

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<sup>238</sup>Ibid., 2.

<sup>239</sup>Smart, Bradford D. *The Smart Interviewer: Tools and Techniques for Hiring the Best*. New York: John Wiley & Sons, 1989, 72.

<sup>240</sup>Woodruff, Michael. (1999) “How to Win at the Game of Hiring,” Retrieved September 25, 2006, from Youth Specialties Web site: [http://www.youthspecialties.com/articles/topics/job\\_help/hiring\\_game.php?](http://www.youthspecialties.com/articles/topics/job_help/hiring_game.php?), 4.

reaches his or her conclusion within the first four minutes of the interview.”<sup>241</sup> Smart’s research has revealed an issue which would be especially pertinent to senior pastors, who commonly are high achievers. “Having trained thousands of interviewers, my hunch is that high achievers are so accustomed to making quick judgment and so ignorant of how to interview that they fall victim to major sources of interview error.”<sup>242</sup> Smart’s remedy for hasty judgment in interviewing is to: (1) conduct a full in-depth interview; (2) diligently record all data regarding successes and failures; and (3) withhold judgment until all the facts are gathered, by hypothesizing, “that everyone tries his best all the time.”<sup>243</sup> Smart maintains that, “The best interviewers interpret critically, without judging a fellow human being.”<sup>244</sup>

MacMillan warns of the “Halo-or-Horns Effect” in interviewing where there is a proclivity to generalize a specific positive (halo) or negative (horns) trait or past incident/accomplishment as representative of success or failure in any endeavor.<sup>245</sup> For instance, just because an associate pastoral candidate was an outstanding quarterback does not mean he will be an effective youth pastor. MacMillan states the Halo-or-Horns Effect “...might well be the most pervasive error in any evaluative situation, such as an

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<sup>241</sup>Cascio, Wayne F. *Applied Psychology in Personnel Management*. Reston, VA: Reston Publishing Co., 1982, 204.

<sup>242</sup>Smart, Bradford D. *The Smart Interviewer: Tools and Techniques for Hiring the Best*. New York: John Wiley & Sons, 1989, 109.

<sup>243</sup>*Ibid.*, 109.

<sup>244</sup>*Ibid.*, 110.

<sup>245</sup>MacMillan, Pat. *Hiring Excellence*. Colorado Springs: Navpress, 1992, 167.

interview...”<sup>246</sup>

Another interviewing shortcoming involves the “Primacy Effect,” where the initial positive or negative impact of an applicant tends to subjectively sway the interview and ultimate decision.<sup>247</sup> Cascio expresses how an interviewee’s behavior, appearance, and personality can subjectively impact assessment:

Studies also show that candidates with good eye contact, smiles, and attentive posture receive higher ratings. Similarly, attractive candidates are preferred over unattractive candidates. They may be good interviewees, but they are not necessarily qualified for the job.<sup>248</sup>

Decisions based on comparing candidates rather than using selection criteria is another source of error in interviewing. Cascio cites studies which indicate how just an average candidate can end up hired after being interviewed. “Several studies have found that if an interviewer evaluates a candidate who is just average after seeing three to four unfavorable candidates in a row, the “average” candidate tends to receive high ratings (by comparison) - and the job!”<sup>249</sup>

The correctives MacMillan recommends for the “Primacy Effect” and the “Halo-or-Horns Effect” would include the following: (1) be aware of the tendency; (2) use multiple interviews with the same interviewee to compare the interviewee against the selection criteria; (3) utilize multiple interviewers, various perspectives will offer insights

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<sup>246</sup>Ibid., 167.

<sup>247</sup>Ibid., 167.

<sup>248</sup>Cascio, Wayne F. *Applied Psychology in Personnel Management*. Reston, VA: Reston Publishing Co., 1982, 198.

<sup>249</sup>Ibid., 198.

not available to you with your preconceived notions; (4) confront your uneasiness regarding a candidate in an interview by testing your hypothesis in the interview; and (5) persist in utilizing the selection criteria as an interviewing guide.<sup>250</sup>

Yet perhaps the greatest pitfall in interviewing is the lack of preparation. MacMillan indicates the usual outcome of unprepared interviewing. “Interviewers sitting down with candidates in an unstructured interview merely to discuss job requirements produce consistently poor results.”<sup>251</sup> Having ascertained common interviewing fallacies which could adversely impact associate pastoral assessment, the balance of this section will discuss effective preparation and skills for quality interviewing. Attention also will be given to the particular interviewing dynamics unique to associate pastoral interviewing.

Adequate interviewing preparation will include appropriating certain principles for effective interviewing. Smart outlines important guiding principles to approach the interviewing process with.

Integral to Smart’s interviewing is the ability to “spot red flags and look for explanations.”<sup>252</sup> Here Smart observes the warning signals which should alert an interviewer to the presence of strong negative feelings within an interviewee (i.e.

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<sup>250</sup>MacMillan, Pat. *Hiring Excellence*. Colorado Springs: Navpress, 1992, 168.

<sup>251</sup>Ibid., 150.

<sup>252</sup>Smart, Bradford D. *The Smart Interviewer: Tools and Techniques for Hiring the Best*. New York: John Wiley & Sons, 1989, 98.



blushing, rehearsed, complex responses, loss of eye contact, stammering, etc.,)<sup>253</sup> When Smart detects “red flags,” he probes with follow-up questions for proper interpretation. He notes, “Usually the individual is trying to conceal something, and that something is a shortcoming.”<sup>254</sup>

Another interviewing principle Smart suggests is: “Assume that people can change...behaviors.” Smart believes people (especially the middle aged or older) rarely change their core character, but they can alter their behaviors. He states that the interviewer should only “assume people will change when they have already established a pattern of change.”<sup>255</sup> He notes: “If an alcoholic has been off the bottle for two years, that’s a compelling sign. Six months would probably not be so convincing. Ten years would be almost entirely convincing. Growth begets growth - constructive change begets constructive change.”<sup>256</sup>

Smart also recommends interviewers should “watch for strong feelings and beliefs.”<sup>257</sup> Here the interviewer is alert to interviewees who make repeated statements, criticisms or judgments concerning the same issue. He gives the example that sometimes preachers preach loudest about their own sins.<sup>258</sup> Therefore, Smart suggests that when

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<sup>253</sup>Ibid., 99.

<sup>254</sup>Ibid., 99.

<sup>255</sup>Ibid., 100.

<sup>256</sup>Ibid., 101.

<sup>257</sup>Ibid., 105.

<sup>258</sup>Ibid., 105.

unusually adamant responses and strong emotions are expressed in a normal formal interview context, interviewers should ask themselves, “Why is this belief not calmly stated - why does this issue grate so deeply?”<sup>259</sup>

In connection with the assertion that all behavior is motivated, another interview principle Smart states is “there are no coincidences in interviews.”<sup>260</sup> Smart remarks:

Achievement-oriented “doers” talk freely about achievements. Burned-out workaholics will bring into the interview frequent references to stress. People who like golf a lot more than work will say so, indirectly - by continuing to bring up what a great day for golf it is,...<sup>261</sup>

Preparation is fundamental to effective interviewing. One of the key issues to address before associate pastoral interviewing begins is the number of interviewers necessary for effective assessment. MacMillan states multiple interviewing has a greater ability of determining a candidate’s potential success:

Multiple interviewers have been shown to consistently provide higher validity ratings than those attained by a single interviewer. When several different interviewers are in agreement about their observations, predictive results regarding the candidate’s success in the job are significantly higher.<sup>262</sup>

Ratz also agrees to using others in the associate pastoral interviewing process, but sounds a cautionary note on the number of interviewers. He recommends limiting the number of interviewers, stating too many can intimidate the interviewee and make consensus difficult. He suggests in some situations the senior pastor take the lead, with no more

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<sup>259</sup>Ibid., 105.

<sup>260</sup>Ibid., 108.

<sup>261</sup>Ibid., 108.

<sup>262</sup>MacMillan, Pat. *Hiring Excellence*. Colorado Springs: Navpress, 1992, M-170.

than two others present. When the candidate field is narrowed to one candidate, Ratz recommends using the type of interviewing previously coined “Oral Interview Boards” where the applicant is presented to a larger board (i.e. deacons, elders, trustees,) for questioning.<sup>263</sup>

In contrast to formal interviewing, Lea Clifford in her chapter, “Group Interviews among New Ways to Case Hires: Social Gatherings Are Common Venues,” from the book, *HRM REALITY: Putting Competence in Context*, notes the contemporary use of subtle group interviewing in casual settings where the candidate does not realize he/she is being assessed:

It’s the latest trend in hiring tactics: group interviews. “I’m seeing more and more, often in casual environments outside the office,” said Bradley Richardson, founder of Job-Smarts, a Dallas firm that helps businesses attract young talent. Companies are starting to realize that “anyone can fake it in a 20-minute interview,” he said, but with group interviews, “the candidates usually don’t realize what the purpose is.”<sup>264</sup>

Once the interviewers have been identified for the associate pastoral interviewing process, Ratz states preparation also will include careful candidate research, planning, and prayer. “Prior to the interview, interviewers should prepare by: praying for guidance; researching the candidate by checking the resume and references; listing pertinent questions to ask so that nothing will be overlooked; and deciding who will ask which

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<sup>263</sup>Ratz, Calvin C. “Calling Ministerial and Program Staff,” in the *Leadership Handbook of Management and Administration: Practical insight from a Cross Section of Ministry Leaders*, by James D. Berkley, Grand Rapids: Baker Books, 1994, 234.

<sup>264</sup>Clifford, Lea. Part II Meeting Human Resource Requirements, II-2: Group Interviews among New Ways to Case Hires: Social Gatherings Are Common Venues, *HRM REALITY: Putting Competence in Context*, ed. by Peter J. Frost, Walter R. Nord, Linda A. Krefting, Upper Saddle River, NJ: Prentice Hall, 2002, 74.

questions.”<sup>265</sup>

Effective interviewing necessitates the proper use of the selection criteria as an interviewing guide. Genua utilizes selection criteria as an interviewing guide by taking a criteria category and dividing it into two parts. The first part is for criteria definition, while in the second he enumerates several “clues” that act as indicators for a category’s presence in an interviewee as he/she talks. According to Genua, when “clues” are present, evaluation is not only substantiated, but also become a means for an interviewer to effectively report their findings.<sup>266</sup>

For the initial screening of applicants, preliminary interviewing is recommended, consisting of either phone or in-person interviews. Ditzen suggests having an initial interviewing of associate pastoral applicants. “One or two individuals should conduct the first interview and screen the applicant. Reducing the number of applicants expedites the selection of the right person.”<sup>267</sup>

There are three basic items Genua looks for in an initial screening interview: “knock-out” items; “concern” items; and “incomplete” items.<sup>268</sup> Genua defines “knock-

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<sup>265</sup>Ratz, Calvin C. “Calling Ministerial and Program Staff,” in the *Leadership Handbook of Management and Administration: Practical insight from a Cross Section of Ministry Leaders*, by James D. Berkley, Grand Rapids: Baker Books, 1994, 234.

<sup>266</sup>Genua, Robert L. *The Employer’s Guide to Interviewing: Strategy and Tactics for Picking a Winner*. Englewood Cliffs, NJ: Prentice-Hall, Inc., 1979, 104-105.

<sup>267</sup>Ditzen, Lowell Russell. *Handbook of Church Administration*. New York: The Macmillan Company, 1962, 187.

<sup>268</sup>Genua, Robert L. *The Employer’s Guide to Interviewing: Strategy and Tactics for Picking a Winner*. Englewood Cliffs, N J: Prentice-Hall, Inc., 1979, 6.

out” as the basic requirements which automatically exclude applicants such as: lack of experience/training; unavailability to start employment within a reasonable period of time; and unrealistic salary expectations.<sup>269</sup> He recommends that whenever an item within initial interviewing is judged to be a “knock-out” factor, then the candidate should be eliminated from further consideration.<sup>270</sup> “Concern items” would be questionable resume/application items which need to be explored further by an interviewer in order to upgrade or downgrade the applicant for further consideration.<sup>271</sup> “Incomplete” items pertain to incomplete application issues which need further exploration by the interviewer, especially if done intentionally.<sup>272</sup> Effective preliminary interviewing for MacMillan, should focus on one objective. “One thing I really want to leave the first interview with is a crystal clear understanding of what this person did in his or her day-to-day responsibilities and how the person performed against goals or standards.”<sup>273</sup>

Quality questioning is at the heart of effective interviewing. MacMillan observes one of the most frequent interview requests is to ask the person to describe his or her strengths and weaknesses and states why this is a poor interview question:<sup>274</sup>

Unfortunately, the correlation between self-assessment of abilities and actual tested abilities is so small as to have no practical significance. To make matters

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<sup>269</sup>Ibid., 6.

<sup>270</sup>Ibid., 6.

<sup>271</sup>Ibid., 6.

<sup>272</sup>Ibid., 7.

<sup>273</sup>MacMillan, Pat. *Hiring Excellence*. Colorado Springs: Navpress, 1992, 160.

<sup>274</sup>Ibid., 169.

worse, the answer takes forever, as the candidate creatively attempts to explain why he or she can't think of any weaknesses and sound sincere at the same time. This question is better answered by referencing and testing.<sup>275</sup>

MacMillan asserts a good interview question has five qualities. (1) It is connected to a specific selection criterion.<sup>276</sup> (2) It is behavior based; it focuses on the recent past to determine future performance:

One of the most important principles in making good people decisions is that the best indicator of what a person will do is what he or she has already done. Past behavior is the key to understanding future behavior - 'Well done, good and faithful servant! You have been faithful with a few things; I will put you in charge of many things. (Matt. 25:21) This principle should be the cornerstone for all of our questions - always emphasize job-relevant behaviors, under what circumstances, with what results.<sup>277</sup>

(3) It is focused and clear by the asking of several questions for one selection criteria.<sup>278</sup>

(4) It is comparable, the same question is asked to all candidates to ensure comparison of responses.<sup>279</sup> (5) It is open-ended (what, why, and how are excellent words with which to begin a question and to motivate deeper responses<sup>280</sup>

An insight which should guide interviewers who are questioning and assessing potential leaders, such as associate pastoral candidates, comes from Smart. He maintains that in most leadership positions, "a lack of negatives is one of the most important factors

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<sup>275</sup>Ibid., 169.

<sup>276</sup>Ibid., 169.

<sup>277</sup>Ibid., 152.

<sup>278</sup>Ibid., 152.

<sup>279</sup>Ibid., 152.

<sup>280</sup>Ibid., 152.

in success.”<sup>281</sup> He therefore, advises interviewers to weigh negatives more heavily than positives as another principle to guide them in the selection process.<sup>282</sup> Smart defines a “negative” as an incompatibility factor between the candidate and the job, citing that “good-fit factors do not assure success,” but “no-fit” factors can assure failure.<sup>283</sup>

Smart recommends discovering “negatives” in candidates through the use of his interviewing technique called “TORC.” TORC is an acronym for Threat of Reference Check, and Smart is convinced that it is the most powerful technique available to uncover candidate negatives.<sup>284</sup> “Candidates come to interviews well prepared to state accomplishments, strengths, assets, and desires. A full, rich, comprehensive assessment of the interviewee must include failures, disappointments, mistakes, shortcomings, and weaker points.”<sup>285</sup> Smart claims his TORC interviewing strategy works because it confronts the candidate with the fact that the interviewer will be doing a very thorough reference check.<sup>286</sup> At the core of Smart’s TORC interviewing strategy lies the repetitive asking of three questions regarding each job the candidate has had over the last decade. The interviewer in each instance is to pay attention to the pattern of responses across the person’s chronological work history. Smart maintains that the reiteration of these

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<sup>281</sup>Smart, Bradford D. *The Smart Interviewer: Tools and Techniques for Hiring the Best*. New York: John Wiley & Sons, 1989,103.

<sup>282</sup>Ibid., 103.

<sup>283</sup>Ibid., 104.

<sup>284</sup>Ibid., 71.

<sup>285</sup>Ibid., 71.

<sup>286</sup>Ibid., 71.

questions will expose not just the important negatives, but the development of strengths and values, too.<sup>287</sup> Smart's three queries involve: (1) the identification and current location of every supervisor over the last ten years, along with the permission to contact them; (2) the appraisal of each of these supervisors by the interviewee in respect to their strengths and shortcomings (these appraisals reveal the degree of compatibility a candidate would potentially have with various leadership styles); and (3) the final question for Smart is the TORC question, "What is your best guess as to what he/she really felt at that time were your strengths, weaker points, and overall performance?"<sup>288</sup> According to Smart, interviewees are the most resistant at this final question, especially when it is queried the first time. Yet he stresses it is vital to press for introspective and honest responses to this last question in order to make an informed selection decision.<sup>289</sup>

In respect to determining the number of interviews necessary for effective assessment, MacMillan recommends a minimum of two.<sup>290</sup> MacMillan focuses on skills and chemistry in the first interview.<sup>291</sup>

If these are positive, the second visit emphasizes value systems and work styles (from both of our perspectives). It's during the second interview that we expose the candidate to the rest of our staff as well. One of the best means of evaluation is to see the candidates in multiple settings, thus providing an opportunity to see

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<sup>287</sup>Ibid., 74.

<sup>288</sup>Ibid., 75.

<sup>289</sup>Ibid., 77.

<sup>290</sup>MacMillan, Pat. *Hiring Excellence*. Colorado Springs: Navpress, 1992, 169.

<sup>291</sup>Ibid., 170.



poise, versatility, and consistency.<sup>292</sup>

Ratz offers a sequential approach to the associate pastoral interview process. He suggests after opening pleasantries have been given, that the tone of the meeting should be serious, yet relaxed, approximating the working environment of the church.<sup>293</sup>

He recommends an opening line which expresses the purpose of the interview. “This is an important meeting for both of us. We need God’s guidance, and we need to be open and honest with each other.”<sup>294</sup>

Ratz next suggests asking interviewees to pray, explaining this reveals how candidates handle unexpected situations and it also reminds them this decision is ultimately spiritual. He adds that it is hard to fake prayer, and the way a person prays grants insight into their walk with God.<sup>295</sup>

Church management literature addresses the role listening should play within the interview. Ratz stresses the importance of listening and getting interviewees talking and opening up about themselves.<sup>296</sup> Kreun urges senior pastors who as preachers are typically verbal to listen. “I believe the #1 cardinal rule that pastors break during the interview process is ‘talking’ too much. Pastors do all the talking rather than the listening

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<sup>292</sup>Ibid., 170.

<sup>293</sup>Ratz, Calvin C. “Calling Ministerial and Program Staff,” in the *Leadership Handbook of Management and Administration: Practical insight from a Cross Section of Ministry Leaders*, by James D. Berkley, Grand Rapids: Baker Books, 1994, 234.

<sup>294</sup>Ibid., 234.

<sup>295</sup>Ibid., 234.

<sup>296</sup>Ibid., 234.

during the interview process.”<sup>297</sup> MacMillan reports the appropriate ratio of talking to listening in an interview. “As a general rule of thumb, most experts would agree that the interviewer should be actively listening 80-85% of the time.”<sup>298</sup>

Ratz recommends asking primarily open-ended and personal questions in associate pastoral interviewing.<sup>299</sup> He believes self-assessments are important for discovering personal information, ministerial gifts, and self-image.<sup>300</sup> Keeping the purpose of the interview - discovering character and evaluating personality - is important to Ratz in preparing and giving interview questions.<sup>301</sup> He adds that as questions are given and answers received, body language should be observed, for non-verbal cues will reveal as much as the answers given.<sup>302</sup>

Finally, Ratz urges senior pastors to allow time for the interviewee to ask questions. He explains that questions will reveal a candidate’s values and a candidate without questions probably does not know much about the ministry.<sup>303</sup> Allowing candidates to ask questions in the interview process not only grants better rapport, but

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<sup>297</sup>Kreun, Glen. “Staffing a Purpose Driven Church” (n.d.). Retrieved July 21, 2006 from <http://www.pastors.com/articles/hiringPdc.asp>, 2.

<sup>298</sup>MacMillan, Pat. *Hiring Excellence*. Colorado Springs: Navpress, 1992, 156.

<sup>299</sup>Ratz, Calvin C. “Calling Ministerial and Program Staff,” in the *Leadership Handbook of Management and Administration: Practical insight from a Cross Section of Ministry Leaders*, by James D. Berkley, Grand Rapids: Baker Books, 1994, 235.

<sup>300</sup>*Ibid.*, 235.

<sup>301</sup>*Ibid.*, 235.

<sup>302</sup>*Ibid.*, 235.

<sup>303</sup>*Ibid.*, 235.

according to Woodruff it is an excellent measure to increase awareness of an applicant's personality, needs, and desires. "Encourage the candidate to ask you as many questions as you ask them. This promotes a discussion that will help you more fully understand them."<sup>304</sup> MacMillan echoes Woodruff's sentiment of allowing the candidate to ask questions, emphasizing the screening must be balanced by the selling of an organization as well:

I've talked to too many candidates who described their interviews with Christian organizations ...along the lines of the Spanish Inquisition than those of a purposeful evaluation. Selling is as important as screening.... Remember, there are really two interviews going on at the same time.<sup>305</sup>

For associate pastor interviewing, White urges a discussion of issues candidates might have questions about to avoid misunderstandings in the future. Policies and issues which should be communicated with candidates according to White would include: "...pay, granting raises, fringe benefits, duties, authority, responsibility, relationships with others in the organization, hours, and working facilities and conditions."<sup>306</sup>

It has been demonstrated that quality preparation combined with multiple interviewers and interviews, and posing behavior based queries connected to selection criteria can produce effective interviewing. Interviewing only ends, however, when results are evaluated. MacMillan recommends writing a candidate's assessment

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<sup>304</sup>Woodruff, Michael. (1999) *How to Win at the Game of Hiring*, Retrieved September 25, 2006, from Youth Specialties Web site: [http://www.youthspecialties.com/articles/topics/job\\_help/hiring\\_game.php?](http://www.youthspecialties.com/articles/topics/job_help/hiring_game.php?), 4.

<sup>305</sup>MacMillan, Pat. *Hiring Excellence*. Colorado Springs: Navpress, 1992, 162

<sup>306</sup>White, Robert N. *Managing Today's Church*. Valley Forge, PA: Judson Press, 1981, 101.

immediately after an interview no matter if the candidate is strikingly poor or good, to justify final decision-making.<sup>307</sup>

## 2. Testing

Testing is often used in the selection process to offer additional insight into primarily the personality, aptitude, ability and intelligence of a candidate. MacMillan notes that “today, psychologists can avail themselves of over a thousand accepted tests...”<sup>308</sup>

In respect to personality assessment instruments, authors Gary McIntosh and Samuel Rima, in their book, *Overcoming the Dark Side of Leadership*, observe that these tests aid in uncovering personal and leadership weaknesses:<sup>309</sup>

These tests can reveal such things as the tendency to influence others to the point of manipulating them in an effort to carry out our goals. They can reveal a need to please others or proneness to compulsive overwork. They point out the tendency to become defensive when criticized and the fear of taking risks in leadership.<sup>310</sup>

Testing, however, also is used to predict the job success of an applicant by attempting to measure aptitude, intelligence and specific expertise. Genua cites the fact that many companies use testing to assess the degree of skill potential employees possess. He believes these assessment instruments can: “...Help to clarify information revealed in other parts of the selection process; but more important, they can provide new relevant

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<sup>307</sup>MacMillan, Pat. *Hiring Excellence*. Colorado Springs: Navpress, 1992, 174.

<sup>308</sup>Ibid., 193.

<sup>309</sup>McIntosh, Gary and Samuel Rima. *Overcoming the Dark Side of Leadership: The Paradox of Personal Dysfunction*. Grand Rapids: Baker Books, 1997, 194.

<sup>310</sup>Ibid., 195.

information about the candidate not normally uncovered in an interview.”<sup>311</sup> According to Genua, testing contributes to the hiring process by uncovering valuable insight not obtained by other methods:

Differences in appearance are quite obvious.... Differences in basic abilities, interests, and values are less obvious and more difficult to estimate by these methods. It is in these areas that tests can make the greatest contribution by providing an accurate and efficient means of measuring these important characteristics.<sup>312</sup>

Rioux and Bernthal in their research of the selection practices of various corporations note the use of testing and its screening potential. “These structured approaches to assess skills, abilities, and knowledge can significantly reduce the candidate pool by eliminating those who fail to meet the minimum job qualifications.”<sup>313</sup> MacMillan addresses the issue of whether testing has biblical credence in a Christian organization. He comments that out of all the selection methods, usually testing is the only one challenged as to its biblical basis:<sup>314</sup>

In 1 Timothy 3:10, the Apostle Paul suggests that potential deacons should first be tested.... Paul was not referring to psychological tests or formal examination of any type. Paul was speaking about the general understanding and opinion of the Christian community as to the qualifications of the individuals against the criteria for church leadership set forth by him.... If a specific situation warrants the use of testing, and the motive is to choose the very best person against our criteria...then

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<sup>311</sup>Genua, Robert L. *The Employer's Guide to Interviewing: Strategy and Tactics for Picking a Winner*. Englewood Cliffs, NJ: Prentice-Hall, Inc., 1979, 21.

<sup>312</sup>*Ibid.*, 22.

<sup>313</sup>Bernthal, Paul and Sheila M. Rioux. “Recruitment and Selection Practices,” (n.d.) Center For Applied Behavioral Research. Retrieved March 2, 2006, from <http://www.ddiworld.com/pdf/cpgn51.pdf#search='sheila%20m.%20rioux%2c%20Ph.D'>

<sup>314</sup>MacMillan, Pat. *Hiring Excellence*. Colorado Springs: Navpress, 1992, 201.

by all means, use testing.<sup>315</sup>

Genua delineates the various types of tests given to applicants: aptitude tests (which predict one's ability to learn new tasks); achievement tests (which measure one's level of learning based upon previous education); general ability tests (which assess general intelligence); special ability tests (which measure specific abilities or areas of performance); and personality tests.<sup>316</sup>

Though a variety of personality assessments abound, in the literature reviewed for this project, five main instruments seem to predominate. The following section will offer a synopsis of each.

The purpose of the Taylor Johnson Temperament Analysis (TJTA) is to offer a detailed personality profile. It assesses personality by plotting it on a continuum in respect to eight different personality traits.<sup>317</sup>

The Myers-Briggs Type Indicator (MBTI) profiles both personality and leadership type to aid leaders in realizing why they are drawn to particular leadership opportunities and identifies where they will be most effective.<sup>318</sup> MacMillan recommends the utilization of Myers-Briggs, although he notes it requires a certified facilitator to administer it. In his opinion, the MBTI has "...proven to be a popular, very creditable instrument in

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<sup>315</sup>Ibid., 201.

<sup>316</sup>Genua, Robert L. *The Employer's Guide to Interviewing: Strategy and Tactics for Picking a Winner*. Englewood Cliffs, NJ: Prentice-Hall, Inc., 1979, 142.

<sup>317</sup>McIntosh, Gary and Samuel Rima. *Overcoming the Dark Side of Leadership: The Paradox of Personal Dysfunction*. Grand Rapids: Baker Books, 1997, 195.

<sup>318</sup>Ibid., 195.

teaching people about themselves and others."<sup>319</sup>

The Minnesota Multiphasic Personality Inventory (MMPI) also must be administered by a professional.<sup>320</sup> The purpose of the MMPI is to reveal certain mental and emotional aspects which might be liabilities in one's job performance.<sup>321</sup>

A seemingly popular personality profiling test in the literature reviewed is one which does not have to be administered by a professional, the DiSC Personal Profile System. This test assists in identifying primary and secondary leadership styles.<sup>322</sup> It also reveals inherent liabilities in each style and prescriptions against being controlled by these weaknesses.<sup>323</sup> MacMillan recommends the use of DiSC for determining optimum communication and work styles, but cautions using it to forecast performance potential.<sup>324</sup>

MacMillan states that motivation and productivity are enhanced the closer personal interests are aligned with one's work assignments.<sup>325</sup> He claims that testing is an excellent assessment of these interests and recommends the Strong-Campbell Interest Inventory as one of the most popular instruments used in helping people inventory their

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<sup>319</sup>MacMillan, Pat. *Hiring Excellence*. Colorado Springs: Navpress, 1992, 265-266.

<sup>320</sup>McIntosh, Gary and Samuel Rima. *Overcoming the Dark Side of Leadership: The Paradox of Personal Dysfunction*. Grand Rapids: Baker Books, 1997, 195.

<sup>321</sup>Ibid., 195.

<sup>322</sup>Ibid., 195.

<sup>323</sup>Ibid., 195.

<sup>324</sup>MacMillan, Pat. *Hiring Excellence*. Colorado Springs: Navpress, 1992, 198.

<sup>325</sup>Ibid., 199.

interests.<sup>326</sup>

Lyle Schaller in his book, *The Multiple Staff and the Larger Church*, offers an unique perspective on personality assessment using birth order and its relation to pastoral teams. Schaller reports: “During the past dozen years a huge amount of research has been completed that suggests a person’s place in the family constellation is an influential factor in the personal characteristics of 70-80 percent of the adult population.”<sup>327</sup> Schaller relates that birth order studies have discovered that: first-born children tend to be task-oriented, serious, high-achievers, holders of high expectations of others; middle-born children tend to be more person-centered and relaxed; and last born children tend to be very casual in appearance, able to be task-focused on what interests them, and willingly accept subordinate positions.<sup>328</sup> In his research of multiple staffs in 296 large churches, Schaller states birth order research speaks to pastoral team relationships.<sup>329</sup> Schaller’s research revealed these findings:

Senior ministers are drawn in statistically disproportionately large numbers from first-borns.... The least happy arrangements tend to be those that include two or more first-born staff members or an only-born senior minister and an only-born associate.... Finally the most effective ministerial teams tend to be composed of a middle-born senior minister and a first-born associate.<sup>330</sup>

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<sup>326</sup>Ibid., 199.

<sup>327</sup>Schaller, Lyle E. *The Multiple Staff and the Larger Church*. Nashville, TN: Abingdon Press, 1980, 101

<sup>328</sup>Ibid., 102.

<sup>329</sup>Ibid., 102.

<sup>330</sup>Ibid., 102.



Due to his research findings, Schaller recommends using birth order for personality assessment in associate pastor selection, but suggests the evaluative weight it should be given:

If all the factors used in selecting a candidate for a position on a multiple staff have a combined value of one hundred points, in perhaps three cases out of four the birth-order factor should be given a weight of ten to twenty points. With the other one-fourth of the candidates, birth order probably deserves a weight of zero to five points in selecting members of a multiple staff team.<sup>331</sup>

Testing offers the selection process distinct advantages. The Human Resource Guide reports testing produces lower turnover rates in organizations assessing applicants for traits correlating with existing staff which have demonstrated longevity.<sup>332</sup> Testing also can reveal more information about an applicant's abilities and interests than other selection methods.<sup>333</sup> Assessing cognitive ability is another advantage testing offers. MacMillan notes the more closely aligned an applicant's intelligence and interests are with a position, the greater the potential for success and this is best determined through testing.<sup>334</sup> Indeed, Genua is convinced research has proven the validity of testing in determining the future productivity of candidates.<sup>335</sup>

Though management literature recommends the use of testing in selection,

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<sup>331</sup>Ibid., 102.

<sup>332</sup>"HR Guide to the Internet: Methods: Interviews," (1999). Retrieved September 25, 2006, <http://www.hr-guide.com/data/G317.htm>, 1.

<sup>333</sup>Ibid., 1.

<sup>334</sup>MacMillan, Pat. *Hiring Excellence*. Colorado Springs: Navpress, 1992, 199.

<sup>335</sup>Genua, Robert L. *The Employer's Guide to Interviewing: Strategy and Tactics for Picking a Winner*. Englewood Cliffs, NJ: Prentice-Hall, Inc., 1979, 140.

disadvantages and cautions are cited with these assessment practices, especially personality testing. MacMillan observes that testing is credible, but due to human complexity, it is limited. “Because of the complexity and the richness God has woven into the human mind - we are “fearfully and wonderfully made” (Psalm 139:14) - no one test is able to address the entire spectrum of criteria that might be of interest in a people decision.”<sup>336</sup> Disadvantages to testing as reported by *The Human Resources Guide* would include the fact that: a candidate’s expertise may be a greater predictor of success than personality; and applicants can alter their responses to be favorable for selection.<sup>337</sup>

Testing as a selection method is controversial. While Genua is convinced research has proven the validity of testing in forecasting an applicant’s job success,<sup>338</sup> conversely, *The Human Resource Guide* states that a disadvantage to testing is the lack of evidence to support its use for selection.<sup>339</sup> Because of these various views on the validity of testing MacMillan observes: “Of the four sources of candidate information - resume, interviews, referencing, and testing - testing is by far the most controversial. No other evaluation tool depends on the interpretation of its users as does testing.”<sup>340</sup>

In the main, selection literature advises that testing should never be the only or

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<sup>336</sup>MacMillan, Pat. *Hiring Excellence*. Colorado Springs: Navpress, 1992, 196.

<sup>337</sup>Human Resource, 1.

<sup>338</sup>“HR Guide to the Internet: Methods: Interviews,” (1999). Retrieved September 25, 2006, <http://www.hr-guide.com/data/G317.htm>, 141.

<sup>339</sup>“HR Guide to the Internet: Methods: Interviews,” (1999). Retrieved September 25, 2006, <http://www.hr-guide.com/data/G317.htm>, 1.

<sup>340</sup>MacMillan, Pat. *Hiring Excellence*. Colorado Springs: Navpress, 1992, 192.

prime determining method for hiring. *The Human Resource Guide* states candidates should not be hired on the basis of tests alone, but that testing should be implemented in conjunction with other selection methods.<sup>341</sup> MacMillan echoes this caution by warning testing should never be, “the primary source, of information in your decision,” to short-cut the assessment process.<sup>342</sup>

It would appear testing would be both applicable and advisable to associate pastor selection. Based on the testing reviewed, it would seem that special ability testing and personality testing would be most applicable.

Special ability testing is often observed when associate pastoral candidates are evaluated for their particular ministerial skills during the process of selection. For instance, for assessment purposes, candidates are often asked to preach (i.e. youth pastors), lead worship (i.e. worship pastors) or perform some ministry primary to the position they are seeking.

Personality profiling of associate pastoral candidates would provide additional information or clarification of previous data. Millheim advocates personality testing in associate pastor selection. “Our church has 20 prepared questions that candidates are asked to fill out as well as three profile tests. These tests are invaluable resources for objectively evaluating the gifts and compatibility of potential staff.”<sup>343</sup> Testing, therefore,

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<sup>341</sup>“HR Guide to the Internet: Methods: Interviews,” (1999). Retrieved September 25, 2006, <http://www.hr-guide.com/data/G317.htm>, 1.

<sup>342</sup>MacMillan, Pat. *Hiring Excellence*. Colorado Springs: Navpress, 1992, 202.

<sup>343</sup>Millheim, Dan. “The Right One for the Job,” (n.d.) Retrieved May 30, 2006, from Christian Copyright Licensing International Web site:

seems beneficial to associate pastor selection, especially for assessing issues relating to competency and personality. Candidates' ministerial skills can be evaluated and personality testing could give added insight into issues relating to compatibility, interests, communication, and leadership. Testing for associate pastor selection, however, must be appropriately balanced with other assessment methods.

#### **E. The Decision-Making Stage**

After screening methods for information retrieval and assessment have been utilized, the final stage in the selection process is the decision-making stage. The priority of this last stage is to implement a quality hiring decision based upon effective evaluation of the information gleaned from the previous selection phases.

Quality decision-making is not the natural outcome of the screening process. Selection literature underscores the importance of implementing effective decision-making principles and practices at this final stage in the hiring process. MacMillan observes: "The managers who invest time and energy to make good people decisions are those who have a clear understanding of the benefits and potential of a good decision, as well as the costs of a poor one."<sup>344</sup>

Effective decision-making begins with being alert to the sources of error which often cloud the judgement of this final selection stage. Genua outlines common tendencies among hiring managers which adversely impact effective selection decisions.

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<http://www.ccli.com/WorshipResources/Articles.cfm?itemID=8>, 6.

<sup>344</sup>MacMillan, Pat. *Hiring Excellence*. Colorado Springs: Navpress, 1992, 25.

Genua claims hiring managers are often guilty of giving unbalanced evaluations of applicants by giving more weight to unfavorable information rather than favorable.<sup>345</sup>

“Frequently, interviewers who turn up 99% favorable items and one unfavorable item will give a disproportionate weight to the one unfavorable item.”<sup>346</sup>

Another decision-making error consists of failing to record all data equally during the screening process for the purpose of determining final selection. Genua observes that if we are positive about a candidate we are often tempted to forget negative data that runs counter to the selection criteria.<sup>347</sup>

Projection also will distort effective decision-making. Projection for Genua would be the scenario of a hiring manager who sees a candidate as a younger version of him/herself, thereby transferring their feelings and values to the candidate.<sup>348</sup> Genua, however, emphasizes that projection opens the door to erroneous evaluation because realistically a candidate may be radically different from the decision-maker.<sup>349</sup>

The most prevalent reason for faulty decision-making, according to Genua, is selecting a candidate solely because of excellent verbal ability:<sup>350</sup>

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<sup>345</sup>Genua, Robert L. *The Employer's Guide to Interviewing: Strategy and Tactics for Picking a Winner*. Englewood Cliffs, NJ: Prentice-Hall, Inc., 1979, 123.

<sup>346</sup>*Ibid.*, 123

<sup>347</sup>*Ibid.*, 124.

<sup>348</sup>*Ibid.*, 125

<sup>349</sup>*Ibid.*, 125.

<sup>350</sup>*Ibid.*, 126.

If I had to single out a universal fault that exists in judging others I would have to point the finger at the “articulate” candidate. If you are overly impressed with a good talker and under impressed by one of modest verbal facility, then you are a prime candidate to make an error in judgment on this one. Be on guard against the smooth talker.<sup>351</sup>

MacMillan cites a final source for ineffective decision-making which he terms the “binary trap.”<sup>352</sup> This source for error in judgement especially relates to associate pastor selection since churches frequently only have one candidate to decide upon. MacMillan cites the danger of decision-making in the case where there is only one candidate:

...In Christian ministries, quality aside, we frequently see a pronounced shortage of candidates, and the decision is often made with only a single individual under consideration. This is called the “binary trap.” In decision-making theory, a binary trap is a yes or no answer to a single alternative....the quality of your decision can be no better than the best alternative on our list. If you have only one candidate, you’d better pray that person is the best candidate, and very often he or she is not.<sup>353</sup>

Certain principles must guide the process to avoid the previous sources of error in judgment and implement quality decision-making for selection. From the selection literature reviewed, both spiritual and practical principles emerge that would apply to the associate pastor selection process.

Peter Drucker in his book, *The Effective Executive*, advocates the importance of making people decisions slowly. Drucker observes:

Fast personnel decisions are likely to be wrong decisions.... Among the effective executives I have had occasion to observe, they have been people who make decisions fast, and people who make them slowly. But without exception, they

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<sup>351</sup>Ibid., 126.

<sup>352</sup>MacMillan, Pat. *Hiring Excellence*. Colorado Springs: Navpress, 1992, 227.

<sup>353</sup>Ibid., 227.

make personnel decisions slowly and they make them several times before they really commit themselves.<sup>354</sup>

MacMillan also advocates the “go slow” approach in personnel decisions. He recommends allowing “the decision time to age,” for several days, through prayer and visualizing the person working for your organization.<sup>355</sup> If after this decision mediation process one has inner peace, MacMillan suggests implementing it.<sup>356</sup>

Another vital guiding principle for personnel decision-making is offered by Drucker, who stresses there are no perfect personnel fits:

...People decisions are time consuming, for the simple reason that the Lord did not create people as resources for the organization. They do not come in the proper size or shape for the task to be done in the organization.... People are almost always ‘almost fits’ at best.<sup>357</sup>

Genua echoes Drucker’s principle on personnel fits, noting that proof of an effective selection process will be the disclosure of an applicant’s imperfections and weaknesses.

Yet he writes: “

“This unfavorable information must be weighed with the favorable information and a balanced judgment must be made. Nobody is perfect. If we seek only perfection, we may go for long periods with unfilled jobs.”<sup>358</sup>

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<sup>354</sup>Drucker, Peter F. *The Effective Executive*. New York: Harper & Row, 1966, 32.

<sup>355</sup>MacMillan, Pat. *Hiring Excellence*. Colorado Springs: Navpress, 1992, 219.

<sup>356</sup>*Ibid.*, 219.

<sup>357</sup>Drucker, Peter F. *The Effective Executive*. New York: Harper & Row, 1966, 81.

<sup>358</sup>Genua, Robert L. *The Employer’s Guide to Interviewing: Strategy and Tactics for Picking a Winner*. Englewood Cliffs, NJ: Prentice-Hall, Inc., 1979, 126.

A final principle to approach personnel decisions is again given by Drucker, who recommends focusing on a candidate's strengths.<sup>359</sup> He emphasizes that effective personnel decision-making identifies strengths and determines if they are complementary to an organization and the selection criteria. Drucker notes, "The effective executive makes strengths productive...these strengths are true opportunities.... The effective executive...does not make staffing decisions to minimize weaknesses but to maximize strengths."<sup>360</sup>

Once sound principles are ascertained for effective personnel decision-making, selection literature recommends anchoring final candidate evaluation in objective methodology based upon selection criteria. Genua emphasizes this approach to personnel decisions to avoid subjectivity and common hiring errors. He states, "You can greatly enhance and increase your chances of making sound employment decisions if you rely on factual and objective data and less on subjective judgment."<sup>361</sup>

MacMillan recommends the use of a decision matrix to accomplish effective personnel decisions which correlate data from the screening process with the selection criteria.<sup>362</sup> This decision matrix is a spreadsheet which organizes and compares data collected from the screening process. On the left side of the matrix is the selection

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<sup>359</sup>Drucker, Peter F. *The Effective Executive*. New York: Harper & Row, 1966, 71-72.

<sup>360</sup>*Ibid.*, 71-72.

<sup>361</sup>Genua Robert L. Genua, Robert L. *The Employer's Guide to Interviewing: Strategy and Tactics for Picking a Winner*. Englewood Cliffs, NJ: Prentice-Hall, Inc., 1979, 126.

<sup>362</sup>MacMillan, Pat. *Hiring Excellence*. Colorado Springs, Co: Navpress, 1992, 207.



criteria divided into two categories: the required criteria and the desired items (with assigned priorities).<sup>363</sup> This decision matrix is a tool for evaluating candidates against the criteria, and also against each other. Each candidate's assessment against a given criterion is summarized under their names on the decision matrix.<sup>364</sup> MacMillan advises rating candidates on this matrix by circling the best assessment entry at each criterion and scoring these against each criterion with a 1-10 rating.<sup>365</sup> Since desirable criteria are prioritized, candidate ratings are weighted differently by multiplying the priority number assigned by the assessed scoring and ultimately totaled for each applicant.<sup>366</sup> Despite the use of a numbered rating system, MacMillan admits the "process is highly subjective."<sup>367</sup> Yet he is convinced using a decision matrix as described enhances the ordering of screening data and assessments against the criteria for effective selection.<sup>368</sup> Though MacMillan prescribes the use of a decision matrix for selection, he is still convinced that prayer is central to the process. "I have assumed that prayer would be an integral part of your efforts at every step....The matrix, ... is an excellent way to lay out the issues for prayer as you ask God for wisdom."<sup>369</sup>

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<sup>363</sup>Ibid., 207.

<sup>364</sup>Ibid., 208.

<sup>365</sup>Ibid., 208.

<sup>366</sup>Ibid., 212.

<sup>367</sup>Ibid., 216.

<sup>368</sup>Ibid., 216.

<sup>369</sup>Ibid., 220.

Ratz, like MacMillan, also underscores the spiritual nature of the final decision-making stage. Ratz is convinced God honors a decision-making process which is undertaken with integrity:

Ultimately, the choice we make about additional staff will be a spiritual one. As we make prayer a key part of the process the Holy Spirit can give us the inner conviction needed to know who is right to invite on board. I believe if we have right motives and use common sense, God will protect us from making a wrong choice.<sup>370</sup>

To summarize, quality personnel decisions do not naturally arise from the screening process but require skill. Good people decisions require being alert to the sources of subjectivity and error in judgment. Making final determinations slowly, understanding perfect candidates do not exist, along with focusing on their strengths, are principles which guide good people decisions. A decision matrix enhances this final determination stage through its selection criteria basis and objectivity. Yet as noted, associate pastor selection is ultimately a spiritual decision where prayer must be an integral element.

## **F. The Uniqueness of Associate Pastor Selection**

Generally, standard methodology for information retrieval and assessment is utilized in all selection processes including that of associate ministers. Yet the hiring process for an associate pastor can be the among the most complex.

Associate pastor selection is unique because it often uses testing methods that

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<sup>370</sup>Ratz, Calvin C. "Calling Ministerial and Program Staff," in the *Leadership Handbook of Management and Administration: Practical insight from a Cross Section of Ministry Leaders*, by James D. Berkley, Grand Rapids: Baker Books, 1994, 236.

varies from all other screening processes. As previously noted, pastoral selection often uses assessment methods where ministerial skills are observed and evaluated. Ditzen recommends visiting a candidate's present church for ministerial skill evaluation.<sup>371</sup>

Often the hiring church will schedule a "try-out" service in the final stage of screening to assess the candidate's ministerial skills. Ratz emphasizes the priority of assessing these skills, especially the ability to speak publicly, preach or lead a worship service.<sup>372</sup>

Another unique aspect to associate pastor selection is related to the consensus typically sought for decision-making within a congregation. There is a diverse group of church leadership (i.e. staff, deacons, elders, ministry leaders, etc.,) and congregants whose consensus is sought before hiring an associate pastor. Often question and answer settings are arranged for distinct groupings (i.e. ministry leadership and workers; parents of children; youth; etc.,) which will be directly impacted by a potential pastor's ministry to interact with the candidate. Opinions regarding a candidate's answers and performance are usually garnered by church leadership for decision-making purposes. Due to the need for consensus in pastoral selection and the types of interaction needed, Woodruff suggests bringing a candidate and spouse out for close to a week, to be involved in the life of the church and to interact with key people.<sup>373</sup>

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<sup>371</sup>Ditzen, Lowell Russell. *Handbook of Church Administration*. New York: The Macmillan Company, 1962, 188.

<sup>372</sup>*Ibid.*, 236.

<sup>373</sup>Woodruff, Michael. (1999) "How to Win at the Game of Hiring," Retrieved September 25, 2006, from Youth Specialties Web site: [http://www.youthspecialties.com/articles/topics/job\\_help/hiring\\_game.php?](http://www.youthspecialties.com/articles/topics/job_help/hiring_game.php?), 4.

Ratz further observes that associate pastor selection is often more arduous than senior pastor selection.<sup>374</sup> He notes that frequently senior pastor selection is decided by a membership vote, whereas associate pastor selection is typically determined by the senior pastor. Ratz writes:

The dynamics are different, the protocol more private, the lines of authority more confusing. Generally, the senior pastor, in cooperation with the church board, will play the dominant role in deciding about new ministerial staff. The congregation as a whole is not necessarily involved.<sup>375</sup>

The inclusion of a candidate's spouse in the process is an additional uniqueness to associate pastoral selection is. Typically an applicant's spouse would never be a determining factor in a secular hire or even in the selection process of some Christian organizations. Yet due to the impact a minister's spouse can have upon a pastor's ministry and congregational life, church administration literature stresses the importance of including a candidate's spouse in associate pastor selection. Woodruff admonishes: "Don't ignore the candidate's spouse. If at all possible, fly the candidate's spouse out for the interview.... If you are really set on recruiting a particular candidate, you'd better do a great sales job on the spouse."<sup>376</sup> Millheim states that not only should a candidate's spouse be invited to accompany his/her mate to the final stage of selection, but they

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<sup>374</sup>Ratz, Calvin C. "Calling Ministerial and Program Staff," in the *Leadership Handbook of Management and Administration: Practical insight from a Cross Section of Ministry Leaders*, by James D. Berkley, Grand Rapids: Baker Books, 1994, 229.

<sup>375</sup>Ibid., 229.

<sup>376</sup>Woodruff, Michael. (1999) "How to Win at the Game of Hiring," Retrieved September 25, 2006, from Youth Specialties Web site: [http://www.youthspecialties.com/articles/topics/job\\_help/hiring\\_game.php?](http://www.youthspecialties.com/articles/topics/job_help/hiring_game.php?), 5.

should participate in the process as well.<sup>377</sup> In this same regard, Ratz observes that a potential leader's home environment can often predict ministry effectiveness.<sup>378</sup> He also advises there should be focus in the selection process not only upon a candidate's spouse but the children as well.<sup>379</sup> Ratz even recommends a senior pastor's spouse be involved in the selection process.<sup>380</sup>

Lastly, ministerial selection's most unique feature is its spiritual aspect. In contrast to other hiring processes, associate pastors should not only be evaluated according to natural abilities and attributes, but be assessed primarily in the spiritual dimension. Ministerial responsibility consists of far more than the mere natural duties of other vocations. Ministers have the responsibility of caring for immortal souls. The calling and the work of a minister is primarily a spiritual undertaking. Ratz notes that decision-making is decidedly different from other hiring processes due to the spiritual aspect of associate pastor selection and ministry. He states, "Unlike secular corporations, we cannot ignore the spiritual dimension of knowing God's will."<sup>381</sup>

It is demonstrated then that though the principles and methods used in associate

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<sup>377</sup>Millheim, Dan. "The Right One for the Job," (n.d.) Retrieved May 30, 2006, from Christian Copyright Licensing International Web site: <http://www.ccli.com/WorshipResources/Articles.cfm?itemID=8>, 7.

<sup>378</sup>Ratz, Calvin C. "Calling Ministerial and Program Staff," in the *Leadership Handbook of Management and Administration: Practical insight from a Cross Section of Ministry Leaders*, by James D. Berkley, Grand Rapids: Baker Books, 1994.

<sup>379</sup>Ibid., 236.

<sup>380</sup>Ibid., 236.

<sup>381</sup>Ibid., 229.

pastor selection are primarily the same as other hiring processes, distinct assessment factors and practices make it unique. The unique aspects in respect to associate pastor selection typically transpire in the final screening stage with assessment and decision-making practices which include: opportunities to evaluate ministerial skills in an actual worship service; group interaction settings; consensus building with diverse groups; and evaluation of the candidate's spouse. It even can be demonstrated that the decision-making process for associate pastor selection is not only unique from senior pastor selection, but more difficult. Finally, in contrast to a secular selection process, the spiritual aspect of ministerial selection makes it distinctly unique and worthy of church leadership's most diligent efforts.

#### **G. Summary of the Literature Review**

Since research indicates there is a correlation between effective hiring systems and quality outcomes, associate pastor selection should be viewed as a priority worthy of diligent effort. An effective hiring process necessitates quality preparation before screening begins. Pre-selection considerations include the preparation of a candidate packet, along with the recruiting of a selection team and prayer team led by the senior pastor.

One of the most important selection principles and practices is the formation of selection criteria to guide the entire screening and decision-making process. Associate pastor selection criteria development will include of non-negotiable traits and skills along with prioritized desirable qualities. Seven categories emerge from church administrative

literature that are ideally suited for ministerial selection criteria: Christian life and leadership, character, call, compatibility, chemistry, competency, and compensation.

Information retrieval methods have been identified for associate pastoral screening. Research indicates the use of these methods result in effective selection: the resume, the application, work samples, referencing, and background investigation.

The chronological resume is the preferred resume for profiling an associate pastor's viability. Resume assessing methods have been examined and are recommended for the initial screening of applicants.

Since the application can standardize requested data corresponding to the selection criteria, it is highly recommended as a tool for associate pastor screening in addition to the resume. Applications also can contain vital reference information and a release statement for background investigation. Completed applications become invaluable information guides for selection teams for viable candidates during the later assessment process.

Work samples are another valuable information source for the selection process. Work samples (i.e. videos of candidates participating in ministry) can offer a cost-effective tool in preliminary screening.

Obtaining candidate information through referencing is one of the most critical assessment tools in the selection process. Referencing has a biblical basis for selecting spiritual leadership and is founded upon the behavioral principle that, "past behavior is the best predictor of future performance." Quality referencing provides a church: a cost-effective screening tool, a practice that enhances the safety of its attenders, a method for reducing legal liability, and protects a senior pastor or hiring manager's reputation from

charges of negligent hiring. The literature reviewed has expressed that the most important references for associate pastor selection are from senior pastors who have had oversight of the candidate (especially the present pastor) and from those who have served under the applicant. Quality referencing is best performed over the phone or with in-person interviews. In associate pastor selection, referencing always should be performed by the senior pastor.

Background investigation is not only a vital process for the quality assessment of associate pastor candidates, but it also is considered a safe hiring practice. Background investigation protects a church and leadership from: poor decision-making, financial loss, legal liability, church schism, and the injury or death of others. Since negligent hiring is one of the most significant legal risks confronting churches today, ten risk management steps have been presented to reduce liability risk. It is critical to understand the legal considerations related to background investigation, referencing and the hiring process. Implementing certain procedures (i.e. utilizing release statements) for background investigation mitigates liability, expedites referencing, and enhances the selection process.

Interviewing is the most discussed assessment measure presented in selection literature. Interviewing has been aptly coined as the “inner-viewing” of the candidate. Various types of interviewing and interviewing pitfalls have been presented. The selection literature reviewed reveals that effective interviewing is characterized by preparation, multiple interviewers and interviews, consisting of behavior based queries connected to the selection criteria. The threat of referencing has been deemed an important measure to elicit honest responses in interviewing. Church management consultants express the



importance of having associate pastor candidates pray, ask questions, and be presented with a ministry vision. Interviewing is not completed unless a written assessment for the decision-making stage has been accomplished.

Testing is recommended for the selection process to reveal additional information on the personality, aptitude, ability, and intelligence of a candidate. Testing is viewed as the most controversial of the selection methods, but is suggested for associate pastor selection by certain church management consultants-especially to reveal additional insights into personality and competency.

The last stage of the selection process is the decision-making stage. The priority of this last stage is to make a quality hiring decision based upon effective evaluation of the data produced by the screening process. It has been demonstrated that selection determination does not happen naturally, but is a skill involving vital decision-making principles and practices. Utilizing a decision matrix to make a final objectively based determination is highly recommended. Finally, since associate pastor selection is ultimately a spiritual endeavor, prayer and dependency upon the guidance of the Holy Spirit are the most vital aspects of the entire process.

## **Chapter 4**

### **Project Design**

The purpose of this project is primarily four-fold: (1) to offer additional data to frame the discussion of the selection dynamics uniquely related to associate pastors; (2) to test this thesis-project's assumption that there is a corresponding relationship between the effectiveness of the selection process and associate pastor quality; (3) to provide insights lacking in the literature review to supplement the proposed associate pastor selection strategy; and (4) to prove the main thesis that the proposed associate minister selection strategy can identify quality staff pastors. To achieve these objectives, this project used two assessment instruments in the context of four stages. The assessment instruments consisted of a survey questionnaire and a formative evaluation. The project unfolded in these four stages: (1) survey research; (2) associate pastor selection strategy development; (3) associate pastor selection strategy training sessions; and (4) evaluative research.

#### **A. Survey Research**

The project's first stage - survey research - involved development of a questionnaire. The purpose of this questionnaire was to survey senior pastors about their experiences with associates, their selection knowledge, and current selection strategies. The questionnaire's major purpose was to test the assertion that there is a relationship between the selection process and candidate quality. Other reasons for the questionnaire included: (1) to provide additional insights not found in the literature review; and (2) to prove there is a need for training in the effective associate pastor selection strategy.

The questionnaire is designed to have senior pastors introspectively evaluate their own selection practices, (which in the assumption of this thesis-project would be inadequate) hopefully causing them to desire training in an effective strategy. The questionnaire was made available to senior pastors to be completed on-line anonymously. A copy of the questionnaire is attached to this report as appendix A (p.201). The questionnaire has an introductory page which thanks respondents for their participation, gives the purpose of the exercise, and the ultimate objective toward developing an effective associate pastor selection strategy.

Respondents were reminded in the instructions portion of the questionnaire, the survey focuses on associate pastor selection only. Respondents were instructed that issues relative to the front end of the process (i.e. recruiting) and issues related to the back end (i.e. pastoral team management) were not under consideration. It is emphasized to respondents that the questionnaire's focus was upon the selection process dynamics necessary for effective decision-making and hiring. Respondents were further informed that generally the scope of the questionnaire was from resume/application submission to final hiring. Respondents also were reminded to frame all their responses in the context of their past behavior, since what is practiced is often different from what is professed. Finally, respondents were advised to make a list of all the associates who have ever worked with them to expedite the questionnaire process. After the instruction page, the questionnaire was divided into three parts: background information; associate pastor selection training and practices; and final considerations on associate pastoral selection.

Part One: Background information asked the respondent for general personal,

church, and associate pastor information. Respondents indicated their educational level, their years of pastoral experience, and the number of years they have been the pastor of their current church. Profile information was requested in respect to: average church attendance (over the past five years); associate pastor history; and tenure. Finally, respondents were requested to provide information regarding negative experiences they had with associates. The “negative experiences” section included such items as: problematic issues which were undetected during selection; number of associates who exhibited negative behaviors and church problems; reasons for abbreviated ministry tenure; and forced resignation or termination reasons. Data from Part One will mainly be used to determine if there is a correlation between a senior pastor’s experiences with associate pastors and his selection practices.

Part Two: Associate pastor selection training and practices were the major part of the questionnaire and was divided into six sections. The first section determined if respondents ever received church staff selection training. The second section focused on the respondents’ experience with selection principles and personnel. The third section requested information as to what criteria respondents had assessed candidates against in the past. The fourth section (the largest section in Part Two) requested information from the respondents as to the screening methods they had previously used (resumes, applications, background checks, referencing, interviewing, testing). The fourth section also tested (through several true/false questions ) the respondents’ knowledge of legal considerations surrounding pastoral selection. The fifth section focused on the uniqueness of associate pastoral selection compared to the secular setting and even senior pastoral

selection. This fifth section requested respondents to reveal principles and practices they used in the past as they noted the unique characteristics of associate pastoral selection (i.e. the spiritual dimension, the communication process, personnel, spouse focus, the “try-out” service). Finally, the sixth section asked respondents to provide information regarding their decision-making personnel and practices. The primary purpose of Part Two was to determine the level of selection expertise senior pastors practice.

Part Three: Final considerations on associate pastoral selection is divided into two sections. The first section asked respondents to identify (from their perspective) the most important information retrieval and assessment method they previously used. This section also requested respondents to cite what they believe to be the number one reason why senior pastors often fail in selecting associate pastors. The second section requested respondents to register their responses to the need for associate pastor selection training among senior pastors in general. Finally, respondents were asked to introspectively review the quality of their associate selection history and to determine whether they would find training in an associate pastor selection strategy to be valuable to their ministry.

## **B. Associate Pastor Selection Strategy Development**

The second stage of the project involved development of a preliminary strategy for the selection of associate pastors. This selection strategy was drawn from four main sources. The first source in forming this selection strategy resulted from the theological and biblical research accomplished in Chapter Two of this thesis-project. The second source responsible for preliminary selection strategy development resulted from the

literature research conducted for Chapter Three of this thesis-project. Another vital source in forming strategy development can be traced to the instruction received and course work accomplished in two Doctor of Ministry residencies at Gordon-Conwell Theological Seminary: “The Person of The Pastor” and “The Pastor as Care-Giver.” Lastly, personal senior pastoral experience of twenty-one years also has provided valuable insight for strategy formation.

The proposed associate pastor selection strategy was designed to be implemented sequentially. This selection strategy was organized to accomplish four objectives: (1) optimum stewardship of selection resources; (2) effective developmental assessment steps; (3) low probability of error; and most importantly (4) the hiring of a quality associate pastor.

The procedure for progressing through the phases of this preliminary associate pastor selection strategy depends upon the successful completion by the selection team and especially the candidate through each preceding phase. Questions the selection team must ask themselves before proceeding on to each phase are: “Have we adequately satisfied the requirements asked of us at this phase?” (i.e. prepared selection criteria). “Have all applicants completed the requested information necessary for screening purposes at this phase?” “Have we satisfactorily performed the necessary assessment of all applicants at this phase?” and “What applicants have successfully shown viability at this phase in order to move on to the next phase?”

Another design feature of the proposed selection strategy is its stewardship effectiveness as it develops sequentially. It is assumed the strategy’s sequential

development should reflect that the investment of selection factors (i.e. time, money, personnel) are negligible, correspondingly other critical selection factors (i.e. probability of error and decision-risk factors) will be high. Conversely, it is assumed that as the investment of selection factors (i.e. time, money, personnel) become high, correspondingly the critical selection factors (i.e. probability of error and decision-risk factors) will be low. These assumptions will be evaluated both in the forthcoming training sessions and formative evaluations. The following section describes the seven phases of the proposed associate pastor selection strategy.

Phase One: Adopt Seven Pre-Selection Principles and Practices suggested those fundamental principles and practices which must be appropriated for effective associate pastor selection even before the process begins. The seven principles and practices recommended by Phase One are:

- I. An Effective Selection Process Must Be a Priority.
- II. Effective Selection Begins With Preparation.
- III. Effective Selection is Saturated with Prayer.
- IV. Effective Selection will utilize Selection Personnel.
- V. Effective Associate Pastor Selection Prepares a Pastoral Portfolio for the pastoral position being filled.
- VI. Effective Associate Pastor Selection Includes the Compiling and Use of Selection Packets.
- VII. Effective Associate Pastor Selection Recognizes the Peculiarity of Associate Pastoral Selection.

Phase Two: Initiate Selection Criteria Development emphasized the critical need of establishing selection criteria as a measuring guide for effective assessment during the screening process. This strategy proposed seven categories of criteria for associate pastor selection: (1) Christian life and leadership; (2) Character; (3) Call; (4) Compatibility; (5)

Chemistry; (6) Competency; and (7) Compensation. Since selection criteria development is the core of the entire selection process, an ample description of each criterion is necessary for the understanding and implementation of the strategy. An expanded delineation of each of these proposed selection criteria categories for associate pastor assessment is found in appendix B (p.220). Generally the effective utilization of these seven categories of selection criteria is the key to the success of this proposed strategy. The selection criteria presented are advantageous for quality assessment and effective decision-making. Once a selection team understands these seven categories of criteria for associate pastor selection, they should create a profile of an ideal candidate, specifying traits and skills applicable to each category. In addition to profiling, the selection team should separate criteria into two main sections: “non-negotiable items” and “desirables.” The “non-negotiable items” (i.e. Christian life and leadership) would be those qualifiers which a selection team would not compromise on with any candidate, while “desirables” (i.e. gifted communicator) should be prioritized.

Phase Three: Basic Screening (which begins the screening process of candidates) consisted of three major parts: resume screening; application screening; and phone interviews. The purpose of basic screening is to immediately eliminate from further consideration those applicants who do not comply with non-negotiable items in the established selection criteria.

Part One: Resume Screening focused on the assessment of resumes submitted. Often resumes are tendered unsolicited when an associate pastoral opening is announced. Resume screening should be anchored in the established selection criteria with resumes



separated according to viability: “high potential,” “possible,” and “unqualified.”

Part Two: Request and Review Applications concerned the development and evaluation of applications submitted. Any applicants deemed “high potential” and “possible” from resume screening would also be requested to complete applications. In all communications advertizing an associate pastoral opening, applicants should be required to make a completed application their first point of entry instead of the resume. Pertinent information especially related to the non-negotiable items from the selection criteria should form the core of the application. The application should be the instrument for retrieving the following information: (1) a picture of the applicant (spouse/children if applicable); (2) present ministry web site information and myspace.com and/or facebook.com information; (3) references (names and contact information of previous employers, senior pastors and supervisors); and (4) a notarized and signed release statement for referencing and background investigation. Completed applications are assessed and should also be arranged into “high potential,” “possible,” and “disqualified,” categories.

Part Three: Phone Interviews with “High Potential” Applicants was the first interview with an applicant. Preliminary phone interviewing was recommended for the initial screening of candidates who show “high potential” from their applications. Preliminary phone interviewing looks for “dis-qualifiers,” “questionable items,” and “unanswered items” (incomplete application items). This strategy proposed breaching compensation ranges at this juncture in the selection process to insure both parties have fulfilled expectations in this area.

Phase Four: Perform Intermediate Screening consisted of four parts or four intermediate screening methods for viable applicants after preliminary phone interviewing. These intermediate screening methods included: work samples; personal and biographical questionnaires; personality profiling; and a spiritual gifts inventory.

Part One: Request and Review Work Samples focused on assessing the ministry skills of an applicant. Though work samples can include printed literature (i.e. ministry manuals), video recordings of the applicant performing ministry should be requested and reviewed. Such video recordings are cost-effective methods of assessing competency.

Part Two: Request and Review Completed Personal and Biographical Questionnaires was the assessment of completed questionnaires designed with questions and issues related to the established criteria. Completed questionnaires not only add another layer of information for assessment purposes, but can be an effective resource for the referencing and interviewing process.

Part Three: Request and Review Completed Personality Profiles was next in performing intermediate screening within this selection strategy. For applicants continuing to demonstrate viability after the previous intermediate screening methods (work samples and the personal and biographical questionnaire), personality profiling and spiritual gifts inventories should be requested and assessed. The personality profiling test recommended was the DiSC Personal Profile System. This test assists in identifying primary and secondary leadership styles, revealing liabilities in each style and

prescriptions against being controlled by these weaknesses.<sup>382</sup> This strategy suggested DiSC because it does not have to be administered by a licensed professional. It can be taken on-line by the applicant and it is a cost-effective personality profile (presently less than fifty dollars per test). Though DiSC cannot predict performance potential and it is a self-assessment, it is an excellent tool for gaining additional insight into the applicant's work and communication styles. This selection strategy recommended that in the case of a married applicant, three personality profiles be reviewed and inserted into both the selection team and candidate's packets: (1) the senior pastor's; (2) the applicant; (3) and the applicant's spouse. These three profiles can offer insight into compatibility potential. DiSC adds another layer of information for assessment and also can be an effective guide for referencing and interviewing.

Part Four: Request and Review Completed Spiritual Gift Inventories was the last of the intermediate screening methods of Phase Four in this selection strategy. This testing instrument is an self-assessment method giving insight into an applicant's interests and abilities. Research indicates productivity is enhanced when one's work follows one's interest. The Spiritual Gifts Inventory adds another layer of insight for assessment and also can be an effective resource for referencing and interviewing.

Phase Five: Implement Advanced Screening was designed for applicants who have successfully demonstrated viability after Phase Four. Phase Five consisted of four advanced screening methods: referencing; background investigation; ministry skills

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<sup>382</sup>McIntosh, Gary and Samuel Rima. *Overcoming the Dark Side of Leadership: The Paradox of Personal Dysfunction*. Grand Rapids: Baker Books, 1997, 195.

assessment; and preliminary interviewing.

Part One: Referencing was the first of the advanced screening methods. Prime references recommended include: senior pastors applicants have worked for; deacons/elders; and ministry leaders/workers have ministered under the candidate. Concern should be exercised if the applicant's present senior pastor is not listed as a reference. This selection strategy did not restrict one to reference only those listed by applicants, but encouraged referencing beyond these so all prime references would be covered. The referencing proposed by this selection strategy recommended: diligence (since it has a strong biblical basis, i.e. Acts 6:3; 1 Timothy 3:7); guidance by the principle: "recent past behavior is the best predictor of future performance;" a selection criteria basis.

All references should be forwarded a copy of the applicant's release statement. Release statements should contain a waiver stating the applicant waives the right to review their references. References outside of those listed by the applicant should be contacted only if the applicant gives permission to do so.

This strategy recommended to senior pastors performing referencing, to utilize two sources of communication: phone and reference form. Phone referencing was suggested because of its immediacy, cost-effectiveness, interaction, and rapport. Phone referencing notes were to be taken and inserted within the selection team packet. One question to be asked every reference was: "Is there a question I should have asked you, but didn't?" In addition, one question to be asked every senior pastor applicants have ministered with was: "If given the opportunity, would you rehire this person?" Completed reference forms

should be requested from references (for legal liability purposes), compiled in the selection team packets, and later kept secured in the applicant's personnel file if hired.

Part Two: Ten Risk Management Selection Steps concerned those measures churches can take to avoid legal liability in negligent hiring and primarily involves background investigation in advanced screening. The ten risk management selection steps proposed by this strategy were:

- I. Completed Employment Applications
- II. Identity verification
- III. Educational and Credential Verification
- IV. Employment History Check
- V. Motor Vehicle Records Check
- VI. Credit History Check
- VII. Criminal Records Check
- VIII. Contact all references
- IX. Specialized interviewing for child molestation traits
- X. Limit "Second Chances" (This measure refers to exercising extreme care in considering applicants who have had past incidences-especially criminal offenses-which could translate into clergy misconduct.)

It should be noted that the background checks proposed in these ten risk management steps will incur expenditures by the church.

Part Three: Assess Applicant's Ministry Skills was the next advanced screening method in Phase Five. Here the strategy had the senior pastor or his designate(s) travel to an applicant's present place of ministry to primarily observe and assess their ministerial skills. This advanced screening method is only exercised if it is appropriate. (The applicant might not presently be in vocational ministry or it may be too precarious for the applicant's present employment to be observed).

Part Four: Preliminary In-Person Interviewing was the last of the advanced

screening methods utilized in Phase Five. This advanced screening method is a one day informal experience with the applicant (and spouse, if applicable) including the following: (1) preliminary interviewing (focusing on the core qualities of Christian life/leadership and calling); (2) lunch with key staff members; (3) touring of church facilities and community; and (4) answers to questions about the candidate's packet (which should be forwarded to the applicant before this experience). The tone of this day is informal with the interviewing being conversational. The establishment of rapport is essential to the success of more formal interviewing. The main purpose for preliminary in-person interviewing is to determine viability - for the applicant to become a candidate - for a three to five day formal candidacy experience. A church should plan on paying all of an applicant's expenses (spouse and children as well, if applicable) for this one day experience.

It should be noted that these last two advanced screening methods are the first major selection expenditures (i.e. travel, food, lodging) to be incurred by a church. However, if an applicant does not show continued viability or interest, expenditures are far less when compared to those incurred for a three to five day formal "candidacy experience."

Phase Six: Implement The "Candidacy Experience" was recommended to be activated when an applicant has successfully shown viability through the basic, intermediate, and advanced screening measures (Phases Three - Five), and accepts an invitation to become an official associate pastoral candidate. The purpose of this final candidacy experience is to determine if this candidate should be extended an invitation to be a new associate pastor. Phase Six has four assessment features which characterize this

vital experience: (1) testing - the “try-out” service; (2) formal interviewing; (3) question and answer settings; and (4) unstructured evaluation experiences. The final candidacy experience necessitates a church’s greatest expenditure of time, finances, participation, and selection expertise.

Part One: Testing - The “Try-Out” Service was a recommended testing experience of the candidate’s ministry skills. The ministry skills tested would depend upon the pastoral candidacy. For instance, candidates often are asked to preach (i.e. youth pastors), lead worship (i.e. worship pastors) or perform some ministry primary to the position they are applying to. This strategy suggested the preparation and the printing of a color brochure introducing the candidate (and spouse if applicable) to the congregation on this day. The candidate brochure should include: brief personal and ministerial biographical information; highlights of ministry accomplishments; a picture of the candidate (and spouse if applicable); and the candidacy schedule for the week. The “try-out” service should come early, if not first in the candidacy experience, for two reasons. First, it will expose the most number of congregants to the candidate, granting background for further assessing experiences. Second, it gives both the candidate and church leadership the opportunity to immediately end this final assessment experience (perhaps the candidate fails in vital ministry skills) before further expenditures are incurred.

Part Two: Formal Interviewing was presented in the strategy as potentially the most important assessment method of the entire selection process. Preliminary interviewing experiences have already been implemented. Final formal interviewing, however, will focus on: selection criteria categories (not yet fully explored from

preliminary interviewing); any issues not yet breached, discovered through referencing or background investigation; issues that surface during the candidacy week needing further information; and the most sensitive issues.

Formal interviewing in this final candidacy experience will exhibit quality practices for effective assessment. This strategy proposed using multiple interviews and multiple interviewers. There was to be a minimum of two formal interviews in addition to the informal, preliminary interviewing. (Selection criteria related to Christian Life and Leadership, Character, and Calling were the focus of the preliminary interview, but should be addressed at any time if the need arises.) The first formal interview focus was to be selection criteria related to Competency and Compatibility. The second formal interview focus was to be selection criteria related to Chemistry and Compensation.

This selection strategy utilized quality questioning as an interview practice. In formal interviewing a question has four qualities: (1) it is connected to a specific selection criterion; (2) it is behavior based; (3) it is focused and clear by the asking of several questions for one selection criteria; and (4) it is open-ended.

The interviewing proposed by this selection strategy used the TORC interviewing method as developed by management consultant Bradford Smart in his book, *The Smart Interviewer: Tools and Techniques for Hiring the Best*, (see p.117-118 of Chapter Three).<sup>383</sup> TORC is an acronym for Threat of Reference Check.<sup>384</sup> TORC keeps candidates

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<sup>383</sup>Smart, Bradford D. *The Smart Interviewer: Tools and Techniques for Hiring the Best*. New York: John Wiley & Sons, 1989, 71.

<sup>384</sup>*Ibid.*, 71.



honest and transparent. TORC, confronts candidates with the fact that the interviewer has performed and can continue to perform thorough referencing.<sup>385</sup> This selection strategy proposes framing interview questions (that would apply) in the context of what the candidate thinks the reference said (or would say) regarding a specific selection criterion issue (i.e. “How do you believe your present senior pastor described your ability to follow-through with assignments?”).

In addition, the proposed style of interviewing reflected in this selection strategy allows the candidate to ask questions. Much insight about a candidate can be learned by the questions they ask and often screening must be balanced by selling the position. Further, another important interviewing practice featured in this selection strategy was the recording of notes, both by a secretary and the interviewer(s). The secretary can record the interview content while the interviewer(s) only have to record insights and assessment issues.

Finally, this strategy proposed having the candidate open in prayer to grant insight into their walk with God and to reveal how they handle unexpected situations. An interviewer should close the interview with prayer, speaking blessing upon the candidate regardless of the assessment. Prayer in both the beginning and end reminds both parties the decision is ultimately a spiritual one.

Part Three: Question and Answer Settings concerned group situations where attenders are invited to ask the candidate (and spouse if applicable) questions to become better acquainted with them and their ministry. For instance, a question and answer setting

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<sup>385</sup>Ibid., 71.

could be arranged for parents and youth with a candidate (and spouse if applicable) seeking a youth pastor position. It is important for the selection team to also be at these settings for assessment purposes. These settings also are valuable for building a consensus in a congregation regarding a candidate. Wise is the pastor who facilitates selection with congregational participation in contrast to going it alone.

Part Four: Unstructured Evaluation Experiences referred to casual group settings where subtle assessment is transpiring. Often unstructured, informal settings offer character and personality insights not provided in other contexts. Unstructured evaluation experiences can allow for creativity. Ideas could include: lunch settings with the entire staff; church leadership and selection team fellowship at the senior pastor's home; recreational activities (i.e. golf, racquetball, volleyball, etc.,). Important insights can be gained in how a person relates to others in fellowship gatherings and how a candidate responds to competition, to winning and losing.

Phase Seven: Implement the Decision-Making Stage to Extend the Candidate an Invite or Decline Response was the last phase of this associate pastor selection strategy. Effective decision-making begins with being alert to four sources of error that often cloud the judgment of this final selection phase: (1) projection; (2) giving more weight to unfavorable or favorable information; (3) the "smooth talker" candidate; and (4) the "binary trap" (a yes or no answer to a single alternative). In addition, three people-decision principles were proposed to guide the decision-making stage: (1) make people decisions slowly; (2) there are no perfect personnel fits; and (3) focus on a candidate's strengths.

This selection strategy utilized two people-decision practices for final decision-making. The first people-decision practice was to use a decision matrix as a practical instrument for objective evaluation based upon the established selection criteria. The decision matrix is a spreadsheet which organizes and compares data collected from the screening process (including the final candidacy week), and evaluating candidates against the criteria and each other for decision-making purposes.

The best decision-making practice proposed by the strategy was prayer. Ultimately, associate pastoral selection is a spiritual decision and spiritual decisions can only be accomplished through spiritual means. Finally, a decision must be rendered by a senior pastor in concert with the selection team, to respond to the candidate with an invite or decline. The candidate should then be immediately contacted with an answer from the senior pastor and the selection team.

A description of how the seven phases of an associate pastor selection strategy with their related parts was designed and proposed has been set forth. This selection strategy was reduced to a two page outline format for the purpose of providing an overview. Formatting the selection strategy in this manner also can serve senior pastors and selection teams with a guide and/or checklist as they proceed through the associate pastor selection process. This associate pastor selection strategy is located in appendix C (p. 238).

### **C. Associate Pastor Selection Strategy Training Sessions**

The third stage of this project involved two training experiences for senior pastors. The goal was to train at least five pastors in the use of the proposed associate pastor

selection strategy. Two separate sessions were promoted to pastors for training in the proposed selection strategy. The agenda for these training sessions consisted of: (1) greeting; (2) lunch; (3) team quiz; (4) training presentation; (5) strategy overview and stewardship assessment; (6) question and answer session; and (7) formative evaluation of the proposed strategy.

The following section describes the plan and preparations for these training sessions.

To begin the training sessions on a light note, allow people to become acquainted with one another. To also whet the appetite of pastors for the presentation a quiz of ten true or false questions (based upon the proposed selection strategy) was given. Trainees were instructed to complete these quizzes as teams of three to five people each, with the majority of the team deciding each answer. The winning team members were each awarded a candy bar.

The objective was to prepare and teach a two hour training presentation developed along the same outline as the proposed associate pastor selection strategy. The actual lesson and/or manual used for the training presentation consisted of the seven phases, their related parts and the major points comprising the strategy.

Due to the amount of information effective selection represents, along with the time constraints of the presentation, a resource guide was developed for senior pastors to supplement the training experience. This associate pastor selection strategy resource guide contained expanded information on the most pertinent principles and practices of the selection process.

The teaching methods (in addition to the resource guide) utilized in these training

sessions included Power-Point for all strategy phases, parts, major points and quotations. Training session attenders also were given presentation study guides based upon all the phases, parts, and major points of the selection strategy. This study guide was basically an outline of the entire presentation with key words and phrases missing. For instance, a major principle would appear on the screen from the Power-Point coinciding with it being verbally spoken. The trainees would then identify the key word and fill in the blank on their study guide.

The end of the training presentation included a strategy overview and stewardship assessment of the proposed associate pastor selection strategy. To assess the effectiveness of the strategy for its stewardship, selection factors (i.e. time, money, personnel, etc.,) were evaluated at both the beginning, middle, and end of its sequential development.

Seven selection factors were measured to evaluate the stewardship effectiveness of the proposed associate pastor selection strategy. The first selection factor consisted of time, which includes the participation of: the senior pastor; the administrative staff; clerical personnel; the selection team; and the congregation. The second selection factor was cost, which included potential expenditures involving: personnel costs; communication; postage; travel; lodging; food; and entertainment. The third factor was selection skill, which pertains to the skill level of those directly involved in the hiring process (senior pastor, staff, selection team, deacons/board members). The fourth factor involved the level of candidate information. The fifth factor pertained to the viability of the candidate. The sixth factor was probability of error, where the strategy was evaluated for its degree of faulty decision-making. The seventh factor was the decision-risk factor

where different phases of the strategy can be evaluated for the ease or difficulty of decision-making. Again, this stewardship assessment took place verbally with senior pastors at the end of each training session and also was included in the formative evaluation for their anonymous evaluative response. A sample of the instrument used by the trainees to assess the stewardship of the proposed strategy is located in appendix D (p. 239).

#### **D. Evaluative Research**

The type of evaluative research chosen to best achieve the final objective of this thesis-project was the formative evaluation. The goal of such evaluative research was to determine if the proposed associate pastor selection strategy needed to be adjusted or enhanced, and if so, where it would be required for effectiveness. The formative evaluation instrument used at the end of each training session consisted of ten major parts based on the strategy presented. Respondents were instructed to remain anonymous and to focus their evaluations on the strategy itself and not, for instance on the delivery of the presentation. The following sections will give a synopsis of this formative evaluation.

Part One: Background Information asked respondents to supply some ministerial information. Respondents were asked to identify: their years of senior pastoral experience; the number of associate pastoral hires they have been personally involved with; and whether they had ever received any selection training, especially associate pastoral selection training.

Part Two: Pre-Selection Principles and Practices asked respondents to identify their

perspective on the pre-selection principles and practices proposed by the selection strategy. Principles such as the priority and the preparation of the selection process were addressed. Respondents also identified their perspectives in respect to the practices of forming a selection team, information packets (candidate and selection team packets) and prayer.

Part Three: Selection Criteria Development asked the respondents to register their opinion on two relative matters. Respondents identified their perspective on the importance of selection criteria development and the suggested categories for profiling a pastoral position.

Part Four: The Screening Process and Information Retrieval focused on preliminary information retrieval and screening methods. Respondents were asked to register their perspective on four screening tools: applications; phone interviewing; work samples; and personality profiling. Additionally, respondents prioritized the following screening methods (from most to least effective): resume screening; application screening; phone interviewing; work sample assessment; personal and biographical evaluation; personality profiling; spiritual gifts inventory; and birth order analysis. Further, respondents were told to choose the method they would use for hiring if they could only select one.

Part Five: Intermediate Screening and Background Investigation Methods focused primarily on referencing. Since the proposed selection strategy places an emphasis upon referencing, questions were asked in this section on referencing's priority and placement in the overall strategy. Respondents also were asked to register their perspective on

referencing in the context of its underlying principle: “recent past behavior is the best predictor of future performance.” Respondents also were asked to rank referencing in comparison to the aforementioned screening methods and if they had to hire using only one method, would it be referencing?

Part Six: Background Checks and Related Legal Issues primarily focused on the strategy’s proposed ten risk management selection steps. Respondents were asked to identify their perspective to the strategy’s emphasis on background checks and the placement of background investigation in the overall strategy. Respondents also were requested to identify which one of the proposed ten risk management selection steps they felt was the most important and which of the steps along with related legal issues was the most enlightening. Finally, respondents were asked to identify which of the proposed ten risk management selection steps they would begin implementing (and were not presently performing).

Part Seven: First In-Person Contacts with the Candidate focused on two preliminary assessments of an applicant. Respondents were asked to identify their perspective on observing a candidate’s ministry at their present church. Respondents also were invited to check which response (of three responses) most reflected their perspective on the one-day preliminary interview experience.

Part Eight: The Formal Candidacy Experience focused on those elements which comprised this final assessment experience. Respondents were asked to rank the assessment elements in the candidacy experience from most effective to least effective. They also were requested to indicate which of the candidacy assessment elements were



new ideas to them. Major focus was given to interviewing in this section. In respect to interviewing, respondents were asked to identify which of its principles and practices were most enlightening and which was most important for hiring.

Part Nine: The Decision-Making Stage focused on the principles and practices of people-decisions. Respondents were asked to identify which people-decision principles and practices were most enlightening to them and which were most important for associate pastor selection.

Part Ten: Strategy Overview concerned evaluation by the respondents of the overall associate pastor selection strategy as presented. With 0 = ineffective, 1 = poor, 2 = fair, 3 = good, 4 = excellent, respondents were asked to rate: (1) the overall effectiveness of the strategy; (2) the sequential development of the strategy regarding to selection factors (time, cost, personnel, skills, probability of error, and decision-risk,); and (3) the strategy in comparison to selection strategies they have previously used.

Finally, the respondents were asked to rank fifteen screening methods proposed by the strategy, from the most effective to the least effective. Of these fifteen screening methods presented, respondents also were asked to mark those items which were the most revealing to them and those they would begin adopting in their own selection strategies. Lastly, respondents were asked: “Do you plan on adopting the strategy for your own associate pastor selection?” Respondents could answer: (1) Yes; (2) I will adopt any aspect of it which is usable in my situation, but not all of it; or (3) No, I will not be using any of it. A copy of this formative evaluation is located in appendix E (p.241) of this thesis-project.

The next chapter will present the results of both the survey questionnaire and the formative evaluation responses to the associate pastor selection strategy. Analyses of these responses also will be reported to further refine the proposed associate pastor selection strategy.

## **Chapter 5**

### **Outcomes**

The project designed (as reported in Chapter Four) for this thesis-project unfolded in four stages: (1) survey research; (2) associate pastor selection strategy development; (3) associate pastor selection strategy training sessions; and (4) evaluative research. In the context of these four stages, two research instruments, a survey questionnaire and a formative evaluation, were used to test the assumptions and assertions of this thesis-project. The following sections will report the results of these two research instruments.

#### **A. The Survey Questionnaire Results**

The questionnaire's major purpose was to test the assertion that there is a relationship between the selection process and candidate quality. Other reasons for the questionnaire included: (1) additional insights not found in the literature review; and (2) to prove there is a need for training in an effective associate pastor selection strategy. Thirty senior pastors from various parts of the country were invited to participate in this anonymous on-line survey questionnaire. Twelve completed the exercise. The data results from the survey questionnaire are included in this report as appendix F (p. 252). The following paragraphs encapsulate the results of each part of the survey questionnaire and cite the most important findings.

##### **1. Senior Pastor Background Information**

The first part of the survey questionnaire requested background information relating to the pastoral education and experience of the respondents. Respondents

indicated their highest earned post-high school educational degree: Associate (2); Bachelor (4); Master of Arts (1); Master of Divinity (1); and Doctor of Ministry (4). Years of senior pastoral experience included: two with four years; two with six years; one with nine years; one with eleven years; one with fifteen years; one with eighteen years; three with twenty years; and one with twenty-one years. Number of years as pastor of their present church was: three at four years; two at six years; one at nine years; one at twelve years; one at fourteen years; one at eighteen years; two at twenty years; and one at twenty-one years.

This background information demonstrates an educated clergy (average of 6 years of post-high school education). With this amount of mostly ministerial education it would be expected that these would received some sort of selection training. It also can be seen that the majority have served enough years as senior pastors (and at the same church) to have encountered issues relating to the hiring and managing of associate pastors.

## 2. Church Attendance Information

\_\_\_\_\_ Church attendance information was requested to profile the average respondent and the relationship between numerical size and associate pastoral teams. Respondents pastor the following average attendances (over the past five years): one (50-100); four (101-200); one (201-300); two (400-500); two (501-600); and two (601-700). Respondent average attendance is: 380.

Lyle Schaller in his work, *The Multiple Staff and the Larger Church*, has researched the correlation between church numerical size and associate pastor selection. Schaller has developed the following classifications according to church size:

<u>Average attendance</u>	<u>Classification</u>
35	fellowship
75	small
140	middle-sized
200	awkward size
350	large
600	huge
700/more	mini-denomination <sup>386</sup>

Schaller's further research indicates the number of full-time associate pastors who are needed for these various sized churches.

<u>Average Attendance</u>	<u>Associates Needed</u>
200	1
300	2
400	3
500	4
600	5
700	6
800	7
900	7/8 <sup>387</sup>

Schaller reports the larger a congregation is, the more disruptive are changes in the pastoral staff.<sup>388</sup> According to Schaller, It is much more difficult to build a closely knit and complementary program staff that matches the personality and needs of the large congregation than it is to find a pastor for a smaller church.<sup>389</sup> Further, Schaller observes that the older and larger a church is seemingly associate pastoral selection criteria becomes

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<sup>386</sup>Schaller, Lyle E. *The Multiple Staff and the Larger Church*. Nashville, TN: Abingdon Press, 1980, 59.

<sup>387</sup>Ibid., 59.

<sup>388</sup>Ibid., 22.

<sup>389</sup>Ibid., 22.

more complex.<sup>390</sup> There is also a correlation between average church attendance, the associate pastor selection process, and the potential for conflict, according to Schaller. “Larger congregations usually are much more dependent on the paid staff. An unfortunate match in the ministerial placement process will be more destructive in larger churches....Destructive staff conflicts, ...can be very serious diversions from ministry in large churches.”<sup>391</sup>

The respondent combined average attendance of 380, according to Schaller’s classification, would be a “large” church. Schaller’s research on the correlation between average attendance, associate pastor selection, and conflict potentiality in the “large” church grants additional insights into the data results that will follow (especially in relation to church problems caused by associates).

### 3. Profile Information Regarding Your Past and Present Associate Pastors

This section covered profile information relating to respondents history of leading associate pastors and what they have experienced in the tenure of associate pastors they have supervised. Respondents indicated that in their senior pastoral history they have led the following number of associate pastors: four (1-5 associates); five (6-10 associates); one (16-20 associates); and two (20+ associates). Respondents indicated the number of respondents who have ever served under their leadership at any one time as being: one (1 associate); two (2 associates); two (3 associates); one (4 associates); two (5 associates); three (6 associates); and one (8 associates). Respondents also indicated they presently lead

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<sup>390</sup>Ibid., 24.

<sup>391</sup>Ibid., 46.

the following number of associates: one (0 associates); two (1 associate); two (2 associates); four (4 associates); two (five associates); and one (six associates).

Additionally, respondents used a number to indicate how many of their associates in their entire senior pastorate served the following tenures: less than one month (2); 1-6 months (6); 6-12 months (10); 1-2 years (27); 2-3 years (16); 3-4 years (20); 4-5 years (7); 5-7 years (12); 7-10 years (8); 10-15 years (4); 16-20 (1); and 20 or more (1).

The preceding associate pastor profile information given by these twelve senior pastors indicates the following: (1) these senior pastors represent a combined average of leading 9-10 associates in the course of their ministry; (2) they have had a combined average of 4.5 associate pastors who have ever served under them at any one time; (3) they have a combined average of presently leading 3.1 associates; (4) they have a combined average associate pastor tenure range of 3.01- 4.2 years. Data relative to the number of associates senior pastors have supervised demonstrates these respondents do not lack experience in the hiring and managing of staff members. Data relative to the associate pastor tenure profile demonstrates on average there has been a somewhat high rate of turnover among these staff ministers. A combined average tenure range of 3.01- 4.2 years is not healthy for a church or a senior pastor to experience with associates. It is generally recognized that it takes at least two years to become established, learn church culture, begin to develop departmental leadership and at three years parishioners are just starting to place trust in an associate. Though other factors could be involved (i.e. poor senior pastoral staff management) a high associate turnover rate also suggests poor selection systems. Further data could clarify this assumption even more.

#### 4. Negative Experiences With Associate Pastors

Respondents were asked to assign a number indicating how many associates created problems due to issues undetected during the selection process. Respondents reported the following total number of associates in relation to the following issues: incompetency (9); incompatibility (20); poor interpersonal skills (12); lacked integrity (16); immature/carnal Christianity (10); compensation (4); and lacked a true pastoral calling (5). For these 12 respondents, 76 (64%) out of the combined total of 119 associate pastors they hired created problems due to issues that were undetected during the selection phase. Every senior pastor reported experiencing problem issues with associates were not detected in the selection process. It is noteworthy that the most frequent undetected issues surfacing later as problems concerned spiritual character issues rather than externals (i.e. incompetency).

Respondents also identified the number of associates who exhibited the following negative behaviors: major mismanagement with personal finances (9); severe marital difficulty (12); divorce (4); sexual immorality (13); conduct contrary to church standards of holiness (4); and disloyalty to the senior pastor (21). For these 12 respondents, 63 (53%) out of the combined total of 119 associate pastors they hired exhibited these extreme negative behaviors, again indicative of character rather than competency issues. Every senior pastor reported experiencing negative behavior problems with an associate at some time in their ministry.

Since pastoral behavioral problems and sins often have a ripple effect within a congregation, respondents were asked to assign the number of associates produced church



problems due to their negative conduct. To the following church problems, respondents attached these associate totals: conflict between the senior pastor and the rest of the church staff (5); conflict between the senior pastor and the board (2); conflict between the senior pastor and the lay leadership (9); caused the congregation to begin questioning the senior pastor's leadership (8); became the reason for people leaving the church (15); and caused a church split (3). For these 12 respondents, out of the combined total of 119 associate pastors they hired, 42 (35%) exhibited negative behaviors, which in turn caused church problems. It is to be noted the chief consequence of problem associates translated into a loss of congregants, followed by a leadership crisis for the senior pastor. This data demonstrates that problem associates can be a prime source of church division and a liability to a senior pastor's leadership.

Respondents assigned numbers indicating how many associates had abbreviated tenures and resignations for the following reasons: greater compensation (5); larger ministry opportunity (10); a senior pastoral position (10); incompatibility with location (1); incompatibility with senior pastoral leadership (9); incompatibility with senior pastor's personality (3); incompatibility with the congregation (4); unhappy spouse (9); and no longer felt called to vocational ministry (2). This data suggests the following analyses: 53 (44%) out of 119 associate pastors experienced abbreviated tenures; the chief cause for these abbreviate tenures seems to be incompatibility along a wide range of issues (incompatibility with the spouse as well); clearly, all of these reasons for abbreviated tenure should have been identified in the selection process.

Respondents were asked to assign numbers indicating how many associates

experienced forced resignation or termination due to the following reasons: incompetence (5); incompatibility (13); poor interpersonal skills (11); lacked integrity (23); immature/carnal Christianity (11); compensation related issues (5); lacked a true pastoral calling (4); severe marital difficulty (12); divorce (4); sexual immorality (13); disloyalty (23); and initiated congregational division (1). Out of 12 reasons for a forced resignation or termination, the top five (disloyalty; poor interpersonal skills; immature/carnal Christianity; severe marital difficulty; and lacked integrity/sexual immorality) bear out the previous conclusions again. These top five reasons are all character issues (even poor interpersonal skills is symptomatic of self-centeredness) all of which could have been detected in the selection process. It is noteworthy that disloyalty, the “Judas” spirit, (the spirit most injurious to a senior pastor) is far and above the greatest reason cited for termination.

##### 5. Your Associate Pastor Selection Training and Practices

\_\_\_\_\_ Even though the background information revealed an educated clergy, (combined average of 6 years of post-high school education), only one (8.3%) of the respondents has ever received selection training in their formal ministerial education for the hiring of general church staff or associate pastors. This data confirms one of the prior assumptions of this thesis-project: the majority of questionnaire respondents have received little or no selection training in the hiring of associate pastors.

The next section of the questionnaire attempted to ascertain the level of selection expertise respondents had by probing both their knowledge of assessment principles and practices, especially pertaining to the hiring of associate pastors. The following

paragraphs will relate the insights gained from the data results.

In respect to pre-selection principles and practices, the data revealed that a 66% of the respondents practice behavior based selection, and 33% use a selection team.

Respondents' answers relative to using established criteria as the core assessment tool, revealed that a variety of principles and practices guide their selection processes instead of just the established criteria. This issue will be clarified even more in forthcoming data.

Respondents' answers to questions regarding their screening methods (both information retrieval and assessment) reveal insights concerning their effectiveness in selection. Most respondents (92%) personally screen resumes themselves and a majority (75%) do not require applications, solely relying upon resumes. Most respondents (50%) have never conducted background checks on applicants. While most respondents (58%) phone the references listed by an applicant, only 41% contact former and present senior pastors - the most valuable reference(s). Only 58% of respondents request work samples for screening purposes.

In respect to interviewing, most respondents (92%) perform preliminary phone interviewing. While 50% perform multiple interviews, only 50% conduct multiple interviews with multiple interviewers. Interestingly, 50% of respondents indicated they include their spouse while conducting interviewing. Only 25% indicated they focus their interviewing upon a candidate's recent past ministry conduct and performance. (Remember, 66% claimed to have practical behavior-based selection). Yet most alarming is the implication from the data that 17% of the respondents do not conduct any in-person interviewing themselves, relying on others to do it for them.

Relative to utilizing testing methods for the screening process, only 33% use a “try-out” service to evaluate the ministry skills of a candidate. Only one of the respondents has ever traveled to an applicant’s present church to assess their ministry skills. Only three respondents (25%) consistently uses personality profiling instruments for selection and 33% of respondents indicated they have never used them, but would be interested in trying personality profiling for associate selection. Additionally, none of the respondents have ever used spiritual gift inventories to assess an applicant’s ministry interests and abilities.

The data results reported on screening methodology reported above, verifies not only respondent’s lack of training (as previously noted), but the ignorance or neglect of using quality assessment tools. Regretfully, the data even expresses a prevalence in the faulty application of screening methods.

In respect to the legal considerations connected to associate pastoral hiring, 75% of the respondents indicated they did not believe they were well informed. Some 42% of the respondents do not have applicants sign release statements for background investigation. A true or false quiz probed the respondent’s knowledge of the legal issues connected with hiring. Their answers revealed the following five mistaken notions: (1) 17% thought release statements do not need to be notarized or witnessed; (2) 8% thought churches are insulated from negligent hiring litigation due to First Amendment rights; (3) 42% thought laws governing referencing were the same throughout the country; (4) 8% thought even sharing documented facts in a reference presented legal liability; and (5) 25% thought churches could legally require pastoral applicants to take a polygraph test!

Respondents also indicated their knowledge and approaches to the principles and practices unique to the associate pastoral selection process. Though a majority of respondents (83%) indicated prayer has been a priority in associate selection, their other responses indicated otherwise: only four (33%) fast and pray during selection; four (33%) designate a prayer team during selection; and four (33%) pray for the Holy Spirit's guidance through His gifts of wisdom, knowledge, and discernment.

Only 41% of the respondents indicated they compile information packets on candidates for other church leadership who assist them in decision-making. Of these respondents, the following numbers indicate how many provided these items: 3 - selection agendas; 4 - church mission, values, and vision statements; 4 - selection criteria; 5 - job descriptions; 2 - the senior pastor's personality profile; 5 - resumes; 5 - reference results; and 2 - background investigation results. Only one of these respondents provide decision-makers with these five important items: (1) a senior pastor's analysis and vision for the candidate's prospective ministry; (2) the candidate's personality profile; (3) the candidate's spouse's personality profile; (4) the church's pastoral compensation and benefits policy; and (5) a sample associate pastor's covenant (i.e. agreeing to a five year commitment). These data results from respondents reveal a faulty selection practice: the inadequate equipping of key decision-makers with information for effective assessment.

Using youth pastor selection as an example, the following numbers and personnel types reflect the number of respondents who indicated that these are included in final consensus and decision-making: 8 - senior pastor; 10 - deacons; 3 - elders; 7 - youth leadership; 8 - pastoral team; 7 - parents of youth; 4 - youth; 5 - congregation; 1 - wife;

and 1 - deacon's wives. In addition, respondents indicated they organize youth ministry question and answer settings for the purpose of forming consensus 50% with the youth; only 40% with the youth leadership; 33% with the parents of youth;). Some 50% of respondents organize a social activity with the candidate and youth. Two insights can be gleaned from this data section: (1) regrettably, only about half of respondents are attempting to form consensus for decision-making; and (2) these findings bolster this thesis-project's assertion that associate pastor selection is among the most complex. In most secular settings only a few individuals at most are needed for consensus in hiring decisions, whereas in the church setting it is a more difficult and inclusive task.

Associate pastoral selection is unique because the candidate's spouse should be included in the selection process. In this respect, data results revealed these respondent percentages: 83% invite the spouse to interact in question and answer settings; 67% evaluate a spouse's personality and attitudes; 67% include the spouse in some of the interviewing; 58% include the spouse in all of the interviewing; and 17% conduct a personality profile on the spouse.

Associate pastor selection also is unique because it commonly utilizes a "try-out" experience as an effective method for assessing a candidate's ministry skills and to involve the congregation in the consensus process. Some 67% of the respondents indicated that they utilize "try-out" experiences (this response was confusing, because previously in the questionnaire section on testing methods, only 33% reported they used "try-out" experiences). The majority of the respondents (75%) who use "try-out" services said their purpose was to assess the candidate's: interpersonal skills; charisma; and competency.

Only 67% of these use this experience to assess the candidate's spirituality. The other purpose these respondents noted for their use of the "try-out" service was for the congregation: 75% wanted to assess the congregants' response to the candidate; and 50% wanted to make congregants feel a part of the selection process.

Therefore, a majority of the respondents indicated their associate selection processes are characterized by: a prayer priority; the inclusion of various spiritual leaders, church groups and the general congregation for consensus purposes; the inclusion of the spouse; and utilization of a "try-out" service. These data results underscore an assertion of this thesis-project that there is an uniqueness to associate pastor selection.

Regarding the decision-making phase of associate pastor selection, respondents answered questions about their personnel and practices. As to "who" makes final decisions in associate pastor hiring, the following data results revealed these respondent percentages: for 0% the congregation decides; for 8% the senior pastor and pastoral team decide; for 8% the senior pastor, elders and deacons decide; for 16% the senior pastor, elders, deacons and selection team decide; for 25% the senior pastor and deacons decide; and for 42% the senior pastor alone decides. As to decision-making practices, the data revealed these following respondent percentages: 75% at this phase have only one candidate and base their decision on established criteria; 25% have two or more candidates and base their decision on candidate comparison; and 0% use a decision-matrix for objective assessment. The results cited in respect to decision-making not only again emphasizes the uniqueness of associate pastor selection (even in comparison to senior pastoral selection, where in most cases a membership vote makes the final decision), but

how decision-making could be made more effective through the use of a decision-matrix.

## 6. Final Considerations on Associate Pastoral Selection

This last questionnaire section sought to summarize respondents perspectives on general issues relating to associate pastor selection. The following paragraphs will report these data results.

Respondents first indicated their perspective on the most vital selection principles and practices. As to their most important candidate information retrieval method the data revealed these respondent percentages: 50% chose interviewing; 34% chose referencing; 8% chose applications; and 8% chose a DVD of the candidate involved in ministry. When respondents were asked if they had to depend on only one selection method for hiring an associate, the data revealed these percentages: 58% chose interviewing with the senior pastor and selection team; 16% chose interviewing with the senior pastor alone; and 16% chose quality referencing. When respondents were asked what they believed was the greatest reason for associate selection failure among senior pastors, the data reported these percentages: 8% cited inadequate referencing; 8% cited the neglect of biblical principles; 8% cited faulty assessments based upon a candidate's appearance; 25% cited impatience and the pressure to fill a vacancy; and 42% cited the problem of valuing competency over character in decision-making.

It is evident from the above data that interviewing is the prime assessment method of choice for these respondents. It is also noted that the majority (50%) cited a focus upon externals (both appearance and skills) as the major source for faulty assessment. In addition, when it is considered that 25% cited impatience and the pressure to fill a vacancy



as causative, a valuable insight could be emerging. The data could imply that 75% of respondents feel the greatest reason for senior pastoral selection ineffectiveness is due to a task-centered approach in contrast to a person-centered approach, or a competency focus in contrast to a character focus. Because they are desperate to keep ministry programs operating, senior pastors select the first candidate with the competency to get the job done.

The final section of this questionnaire had these senior pastors focus on the need for associate pastor selection training. When respondents were asked how they would rate (poor, fair, good, or excellent) the selection training of most senior pastors, the data revealed these results: 0% chose excellent; 0% chose good; 42% chose fair; and 58% chose poor. In rating the selection ability of most senior pastors for effective associate pastor hiring, the data revealed these percentages: 0% chose excellent; 34% chose good; 58% chose fair; and 8% chose poor.

The questionnaire ended up with a personal focus. Some 92% indicated they hired an associate in the past because they did not use a quality selection process. Then 92% indicated training in associate pastor selection would be valuable to them and their ministry. Some 92% indicated an associate pastor selection strategy would be valuable to them and their ministry. These final questionnaire results validated three things: (1) the need for this thesis-project; (2) this thesis-project's assertion that a major reason for associate pastor incompatibility and high turnover is primarily due to faulty selection principles and practices; and (3) that senior pastors would exhibit a high degree of interest in appropriating an effective strategy for selecting quality associate pastors.

## **B. The Formative Evaluation Results**

The purpose of the formative evaluation was to ascertain the effectiveness of the proposed associate pastor selection strategy. Respondents were instructed to focus their responses on the strategy and not the training presentation dynamics (i.e. the delivery). Ninety pastors were invited to participate in these training sessions and formative evaluations. A combined total of 23 pastors attended the two training sessions and completed these formative evaluations. The data results of these formative evaluations are included in appendix G (p. 266). The following paragraphs encapsulate the results of the ten parts of this formative evaluation and cite the most important findings. All references to the “strategy” will refer to the associate pastor selection strategy presented in the training sessions.

### **1. Background Information**

Years of Senior Pastoral Experience included: five (22%) with 1-5 years; five (22%) with 6-10 years; three (13%) with 11-15 years; and five (22%) with 16-20 years; and five (22%) with 21 years or more. Number of associate pastoral hires respondents have been included in were: thirteen (57%) with 1-5 hires; seven (30%) with 6-10 hires; two (9%) with 11-15 hires and one (4%) with 16-20 hires. Eighteen (78%) have never received any type of selection training, while five (22%) have. Twenty-two (96%) have never received any type of associate pastor selection training, while one (4%) has.

The above background information reveals a breadth of experience in senior pastoral ministry and in the management of associate pastoral selection. The evaluative responses of these pastors will be a valuable contribution to this aspect of the project due

to their experience. Further, a main assumption of this thesis-project is verified again as it is noted that the greater majority of respondents have never had associate pastor selection training.

## 2. Pre-Selection Principles and Practices

Respondents began their assessment by evaluating Phase One of the “strategy,” its pre-selection principles, and practices. The following data results demonstrate the percentage of respondents who gave particular evaluative responses.

Some 96% of respondents indicated the “strategy” caused them to be very convinced the associate pastoral selection process should be a priority, while 4% remain unconvinced. Again, 96% of respondents indicated that the amount of preparation the “strategy” required was appropriate, while 4% indicated more should be proposed. Some, 78% of respondents said the “strategy’s” emphasis on prayer was just right, while 22% said a greater prayer emphasis should be recommended. In respect to the “strategy’s” recommendation to form a selection team, 96% of respondents were “very convinced” of this practice, while 4% were just “fairly convinced.” Some 91% of respondents agreed with the “strategy’s” practice of compiling selection information packets for candidates, while 9% “somewhat” agreed. Seventy-eight percent of respondents agreed with the “strategy’s” practice of compiling selection information packets for selection teams, while 17% were fairly certain it would be helpful and 4% would supply even more information. Respondents evaluative responses indicate overwhelming support for the “strategy’s” emphasis on adopting particular pre-selection principles and practices.

### 3. Selection Criteria Development

Respondents assessed Phase Two of the “strategy” by evaluating its emphasis on selection, pre-selection principles, and practices. The following data results demonstrate the percentage of respondents who gave particular evaluative responses.

One hundred percent of the respondents indicated they agreed with the “strategy’s” view that selection criteria development is critical to selection and candidates should be compared against this criteria. All of the respondents also agreed with the criteria categories the “strategy” suggests. These findings reveal tremendous support for the “strategy’s” emphasis upon selection criteria development as the core of the associate pastor selection process, and assessing candidates by established criteria.

### 4. The Screening Process and Information Retrieval

Respondents assessed Phase Three and Phase Four of the “strategy” by evaluating its basic and intermediate screening methods. The following data results demonstrate the percentage of respondents who gave specific evaluative responses regarding these assessment tools.

All (100%) of respondents agreed with the “strategy’s” emphasis on requiring applications for hiring effectiveness and for risk management. Also, 100% of respondents are convinced with the “strategy’s” use of preliminary phone interviewing as an excellent time/cost -effective screening tool. Some 87% of respondents remain convinced with the “strategy’s” utilization of work samples (i.e. DVD’S of applicants performing ministry) as an excellent and efficient screening method. That compares with 9% of respondents who indicated “It’s fine, but I wouldn’t require it.” In addition, 4% of respondents indicated

they would not use it because applicants with excellent resources could slant the process in their favor. Some 96% of respondents agreed with the “strategy’s” use of personality profiling as an effective assessment tool, while 4% of respondents indicated, “I am somewhat convinced.”

Respondents were asked to rate eight screening and information retrieval methods (resume, application, phone interviewing, work samples, personal and biographical questionnaire, personality profiling, spiritual gifts inventory, and birth order analysis,) from “most effective” to “least effective.” Data results produced this ranking (with 1 being “most effective” and 8 being “least effective”): (1) phone interviewing; (2) personal and biographical questionnaire; (3) application; (4) work samples; (5) resume; (6) personality profiling; (7) spiritual gifts inventory; and (8) birth order analysis. The benefit of this data for the “strategy” is not necessarily for the developmental sequencing of the methods, but for understanding effectiveness in assessment value. For instance, this data demonstrates that for effective associate pastoral screening one will place an emphasis upon phone interviewing over birth order analysis. Further senior pastors and selection teams will give much more weight to phone interviewing assessment findings than over birth order analyses.

Finally, in respect to basic and intermediate screening methods respondents were asked to imagine they had to make a hiring decision using only one assessment tool. The following data results reveal what respondents indicated: 4% chose resume; 13% chose application; 13% chose personal and biographical questionnaire; 26% chose work samples; and 43% chose phone interviewing. The results on phone interviewing help

confirm the previous findings. Interestingly work samples here are now a seemingly more valued assessment method by respondents than personal and biographical questionnaires or applications.

## 5. Referencing

Respondents began to assess Phase Five of the “strategy” by evaluating one of its advanced screening methods: referencing. The following data results demonstrate the percentage of respondents who gave specific evaluative responses regarding referencing.

Some 87% of respondents were convinced the “strategy’s” emphasis and use of referencing is excellent as the best method to verify the presence of criteria outside of the applicant’s own claims. Only 9% felt that too much emphasis is given to referencing in the “strategy” as a screening method, and 4% agreed that referencing is a great tool, but questioned if a senior pastor would have time for it. All respondents agree with the “strategy’s” presentation of referencing in the context of the principle, “recent past behavior is the best predictor of future performance,” and will give much more emphasis to quality referencing in the future.

Respondents were next asked to rate nine screening methods (resume, application, phone interviewing, work samples, personal and biographical questionnaire, personality profiling, spiritual gifts inventory, birth order analysis and referencing,) from “most effective” to “least effective.” Data results produced this ranking (with 1 being “most effective” and 9 being “least effective”): (1) referencing; (2) phone interviewing; (3) application; (4) personal and biographical questionnaire; (5) work samples; (6) personality profiling; (7) spiritual gifts inventory; (8) resume; and (9) birth order analysis.

Referencing's value as an advanced screening method in contrast to basic and intermediate screening tools is clear. Interestingly, respondents are now ranking resumes as second to last in effectiveness.

Respondents also were asked to compare referencing to other screening methods by imagining they had to make a hiring decision using only one assessment tool. The following data results reveal what respondents indicated: 4% of respondents chose work samples; 13% of respondents chose personal and biographical questionnaires; 17% chose phone interviewing; while 65% chose referencing. Both the ranking of referencing as being the "most effective" and the method of choice in comparison to other screening methods validates the "strategy's" emphasis upon it. Referencing's placement by the "strategy" as an advanced assessment tool rather than a basic one is also verified. Data results expressing the value of referencing also give credence to how one should view its assessment value in comparison to other screening methods.

The last evaluation question on referencing was an important one in respect to the unique sequential development of the "strategy" in comparison to other hiring processes. Most hiring processes place referencing late in the process rather than early, due to its time consuming nature. The "strategy" positions referencing early, for stewardship reasons. Because the nature of associate pastor selection constitutes the greatest expenditures of time, finances, skills, and personnel at the end of the process, referencing is an excellent low cost screening method early on. When respondents evaluated the timing of when referencing occurs in the "strategy," they indicated the following: 4% indicated that the timing of referencing did not matter; 4% indicated they disagreed with the strategy, and

referencing should come earlier; and 91% agreed with the “strategy’s” positioning of referencing in the process.

#### 6. Background Checks and Related Legal Issues

Respondents continued to assess Phase Five of the “strategy” by evaluating one of its advanced screening methods: background investigation. The following data results demonstrate the percentage of respondents who gave specific evaluative responses regarding background investigation, risk management and related legal issues.

Some 91% of respondents stated they were convinced background investigation presented in the “strategy” would protect their church and themselves from negligent hiring. Yet 4% of respondents believe the “strategy’s” background investigation emphasis is “overly paranoid” and 4% of respondents believe it will “run off good candidates.” When asked which of ten risk management steps were most important (as included in the “strategy”), respondents indicated the following: 4% chose limit “second chances;” 13% chose specialized interviewing for child molestation traits; 17% chose criminal records checks; and 65% chose contact all references. Once again, these data results underscore the critical importance of referencing to the associate pastor selection process.

Respondents also were asked to choose which background investigation item and/or related legal issue was the most enlightening to them: 4% chose identity verification; 4% chose specialized interviewing for child molestation traits; 9% chose limit “second chances;” 13% chose contact all references; 13% chose “Churches can be sued for negligent hiring if an associate injures someone with their car;” 26% chose “The legal liability churches have with negligent hiring;” and 30% chose the necessity for release



statements. The purpose of this question was to determine where pastors are more deficient in their knowledge of these matters and where the “strategy” needs to bring focus.

In respect to background investigation’s positioning in the “strategy” respondents indicated the following: 4% felt it comes too late in the process; while 96% are convinced its placement is perfect for time, cost, and screening effectiveness. Respondents were also requested to indicate which hiring risk management steps they would begin to initiate (those they are not presently performing). Top responses included: motor vehicle records check (6 responses); credit history check (5 responses); and specialized child molestation interviewing (5 responses).

#### 7. First In-Person Contacts With The Candidate

Respondents continued to assess Phase Five of the “strategy” by evaluating its advanced screening methods of ministry skill assessment (observing an applicant’s ministry in their present church) and preliminary one-day interviewing. The following data results demonstrate the percentage of respondents who gave specific evaluative responses regarding these advanced screening methods.

In respect to observing an applicant’s ministry in their present church, respondents indicated the following: 13% felt it is an excellent method, but too costly in time and money; while 87% were convinced it is a great method for assessing a candidate and they would do it. The data suggests that assessing an applicant’s ministry skills in their present church is an excellent screening method as suggested by the “strategy.”

Respondents indicated the following regarding a one-day interview time with the

candidate before an extended official candidacy experience: 9% felt it was too redundant with the candidacy experience; while 91% stated it was a great idea to have this early assessment in order to save the time and expense of an official candidacy experience in case the applicant is disqualified. Again the data reflects favorably upon the “strategy.” Respondents overwhelmingly support the idea of preliminary one-day interviewing for effective associate pastor selection and stewardship of resources.

#### 8. The Formal Candidacy Experience

Respondents assessed Phase Six of the “strategy” by evaluating the elements that make up the formal candidacy experience. The following data results demonstrate the percentage of respondents who gave specific evaluative responses regarding this final assessment phase.

Respondents were asked to rate six candidacy experience screening methods (the “try-out” service; fellowship experiences; formal interviewing; question and answer settings with special groups; recreational experiences; and subtle group interviewing) from “most effective” to “least effective.” Data results produced this ranking (with 6 being “most effective” and 1 being “least effective”): (1) subtle group interviewing; (2) recreational experiences; (3) formal interviewing; (4) fellowship experiences; (5) question and answer settings with special groups; and (6) the “try-out” service. These findings were surprising, since it would be expected that interviewing would be regarded as the supreme assessment method of the whole selection process. With respondents ranking the “try-out” service (which is a ministry skills assessment) as the most effective method of the candidacy week seems to indicate a preponderant problem with senior pastors: they

typically focus more on competency than on character. Since respondents have wrongly ranked a competency assessment experience over interviewing, the “strategy” must emphasize more the importance of interviewing as an advanced screening method.

Additionally respondents indicated which candidacy experience elements were new ideas for them. Observing and assessing candidate behavior during a recreational experience (5 responses) along with subtle group interviewing (4 responses) were top responses.

Of the interviewing principles presented in the “strategy” interviewing that is guided by established criteria was ranked as the most enlightening to respondents (9 responses). When respondents were asked as to what one interviewing principle or practice (out of seven presented) was the most important for quality hiring, the top choice (48%) was again: “selection criteria should be the guide for interview questions.” This data supports the importance of the “strategy” in respect to typical associate pastor interviewing. These last two responses could indicate respondents realize they have largely practiced unstructured interviewing in the past and criteria based interviewing is an important new revelation to them.

#### 9. The Decision-Making Stage

Respondents assessed Phase Seven of the “strategy” by evaluating the principles and practices of decision-making. The following data results demonstrate the percentage of respondents who gave specific evaluative responses regarding this final assessment phase.

The top two decision-making principles found in the “strategy” which were the

most enlightening to respondents were: “The problem of giving more weight to bad information over good” (35%); and the “binary trap” (26%). The remaining responses were in the 4-13% range. When respondents were asked which of the “strategy’s” decision-making principles or practices were the most important, they indicated the power of prayer and the guidance of the Spirit were most vital (48%). Remaining responses were in the 4-13% range.

#### 10. Strategy Overview

In this summary section of the formative evaluation respondents were asked to assess aspects of the entire “strategy.” The following data results reveal the percentage of respondents who gave specific evaluative responses and their prioritized selection choices.

Respondents were instructed to evaluate aspects of the overall effectiveness of the “strategy” with an “ineffective,” “poor,” “fair,” “good,” or “excellent” rating. As to the overall effectiveness of the “strategy” for the selection of quality associate pastors, respondents indicated the following: 9% rated the “strategy’s” effectiveness as “good;” while 91% rated it as “excellent.” In respect to the sequential development of the strategy in relation to the stewardship of resources, probability of error, and decision-risk assessment, respondents indicated the following: 4% rated the “strategy’s” effectiveness as “good;” while 96% rated it as “excellent.” When asked how they would rate the “strategy” in comparison to strategies they have used in the past, respondents indicated the following: 4% rated the “strategy” as “good;” while 96% rated the “strategy” as “excellent.”

Since the “strategy” advocates the use of fifteen different screening methods (from basic to advanced), respondents were asked to rank them by their effectiveness (with 1

being the “most effective” and 15 being the “least effective”). The following data results reveal what respondents indicated: (1) referencing; (2) interviewing; (3) phone interviewing; (4) background investigation; (5) personal and biographical questionnaire; (6) applications; (7) “try-out” service (8) work samples; (9) question and answer settings; (10) recreational experiences; (11) personality profiling; (12) spiritual gifts inventory; (13) resume; (14) subtle group interviewing; and (15) birth order analysis. This information is valuable for the application of the “strategy” in an actual associate pastor selection process for it gives guidance as to what assessment instruments need to receive the most diligent focus and the most credence in their findings.

When respondents were asked as to what aspects of the “strategy” were the most revealing (“eye-openers”) to them, these three items represented the chief responses respectively: (1) the use of recreational experiences for assessment; (2) referencing; and (3) background investigation. When respondents were asked which of the “strategy’s” methods they would adopt and initiate, their top five choices were: (1) background investigation; (2) referencing; (3) personality profiling; (4) recreational experiences for assessment purposes; and (5) utilization of the application. Many respondents chose all of the methods, but these five methods emerged as predominant choices.

Finally, the last question of the formative evaluation asked, “Do you plan on adopting the ‘strategy’ for your own associate pastor selection?” Three different responses could be given in reply to this question:

1. Yes.
2. I will adopt aspects of it that are usable in my situation, but not all of it.
3. No, I will not be using any of it.

Respondents answered with the following: 30% indicated they would adopt aspects of the “strategy” usable to their situation, but not all of it; while 70% indicated “yes” they would adopt the “strategy” for their own associate pastoral selection.

The formative evaluation ended by allowing respondents to write in any suggestions to make the “strategy” more effective and to address any weaknesses. Suggestions and comments are located in appendix H (p. 280).

Results from this formative evaluation answered some fundamental questions about the “strategy.” Would seasoned senior pastors perceive it as being effective for selecting quality pastors? Some 91% rated it as “excellent.” What kind of stewardship assessment would pastors give the “strategy’s” sequential development and arrangement? Ninety-six percent rated it as “excellent.” How would pastors rate the “strategy” in comparison to strategies they have used in the past? Again, 96% rated the “strategy” as “excellent.” The real question was if pastors would adopt the “strategy” for their own associate pastoral selection needs? Some 30% said they would adopt portions of it while 70% said they would adopt it in its entirety. Based upon the results of the formative evaluation, the effectiveness of the “strategy” to be proposed as a guide for associate pastor selection has been validated.

### **C. Summary and Future Studies**

From the biblical/theological and literature research and the findings from both the survey questionnaire and the formative evaluation, The Associate Pastor Selection Strategy Guide has been framed. This selection guide is based upon seven action oriented

phases: (1) Adopt Seven Pre-Selection Principles and Practices; (2) Initiate Selection Criteria Development; (3) Perform Basic Screening; (4) Perform Intermediate Screening; (5) Implement Advanced Screening; (6) Implement the “Candidacy Experience;” and (7) Implement the Decision-Making Stage to Extend the Candidate an Invite or Decline Answer. Each of these seven phases is subdivided into parts represent key principles and practices uniquely oriented for associate pastor selection. This final Associate Pastor Selection Strategy Guide is color-coded and graphically oriented to be utilized as a checklist for a senior pastor and selection team to move the dynamics of the selection process. The back of this selection guide is a stewardship assessment which graphically demonstrates that factors (i.e. time/cost) rise, factors such as probability of error and decision-risk decrease. A copy of the final framing of this proposed Associate Pastor Selection Strategy Guide and Stewardship Assessment is located in appendix I (p.282).

Future studies for this project could include a much more extensive survey questionnaire to assess the rampant problem of associate pastor incompatibility and the need for associate pastor selection training. The comment expressed consistently from those who participated in the survey questionnaire and especially those who attended the training presentations was this: “I wish I could have had this training when I was a young pastor first starting out in ministry.”

The ultimate validation of The Associate Pastor Selection Strategy Guide would come after testing its effectiveness in a number of actual associate pastor selection processes. Careful research could be conducted to test the “strategy’s” ability to screen out applicants who would not be compatible with the established criteria of a local church

situation. Conversely it would be a fulfilling experience to observe the “strategy’s” consistent ability to effectively identify quality candidates.

The fundamental strength of the Strategy is that it begins and ends with prayer. Ultimately associate pastoral selection is a spiritual decision. Naturalistic methodology, though necessary cannot be solely depended upon for effective assessment and decision-making. Spiritual decisions can only be accomplished through spiritual means. No matter our attempts at objectivity in people-decisions, we still have the proclivity to look at the outward appearance, but God sees the heart. We cannot do God’s work without God’s help. “Trust in the Lord with all your heart and lean not on your own understanding; in all your ways acknowledge him, and he will make your paths straight” (Proverbs 3:5-6).



# **Appendix A**

## **Online Survey Questionnaire**

### **Questionnaire Instructions**

#### **I. Survey Overview**

- A. This questionnaire is divided into three major parts.
  - 1. Background Information
  - 2. Associate Pastor Selection Training and Practices.
  - 3. Final considerations on associate pastoral selection
- B. This survey focuses on the selection process for pastoral associates only.
  - 1. Issues relative to the front end of the process (i.e. recruiting/advertising for associates) and issues related to the back end (i.e. pastoral team management) are not under consideration.
  - 2. The emphasis is on the information retrieval, evaluation and decision-making the selection process necessitates, from candidate submission to final hiring.

#### **II. The Problem with Questionnaires**

- A. A problem that can often surface with questionnaires is that people can respond with what they think is the right answer or what they believe. Yet what we practice is often different from what we profess.
- B. Please frame all our responses in the context of your PAST BEHAVIOR.

#### **III. Assurance of Anonymity**

Please honestly respond to what you have practiced in the past. I assure you that you can complete this exercise in total anonymity.

#### **IV. How to Expedite this Questionnaire**

You can expedite this exercise by having a list of all your former and present associate's names before you while you complete this questionnaire. No names will ever be asked for in this survey, but it would assist you to have their past and present pastorates before you.

## **Pastoral Survey - Part One**

### **I. Senior Pastor Background Information**

#### **Education**

Earned post high school academic degrees (both secular & ministerial/theological training):

#### **Pastoral Experience**

1. How many years have you been in full time senior pastoral ministry?

2. How many years have you been the senior pastor of the church you are currently leading?

### **II. Church Profile Information**

#### **A. Church attendance**

Average attendance over the past five years:

### **III. Profile and Policy Information Regarding Your Past and Present Associate Pastors**

#### **A. Associate pastor history profile**

Indicate the total number of Associates:

1. You have led as a senior pastor:

2. That have ever served under your leadership at any one time:

3. You currently lead:

**B. Associate pastor tenure profile**

Assign a number indicating how many associates during your pastorate have had the following types of tenure:

1. Less than one month

2. 1-6 months

3. 6-12 months

4. 1-2 years

5. 2-3 years

6. 3-4 years

7. 4-5 years

8. 5-7 years

9. 7-10 years

10. 10-15 years

11. 15-20 years

12. 20 or more years

**IV. Negative Experiences With Associate Pastors**

**A. Problematic issues that were undetected during selection**

Assign a number indicating how many associates created problems due to issues that were undetected during the selection process. For instance, if

only two associates throughout your entire senior pastoral ministry exhibited poor relations with the congregation, your response would appear like this: poor interpersonal skills 2

1. Incompetency
2. Incompatibility (incompatible with your leadership style, your church culture, etc.)
3. Poor interpersonal skills
4. Lacked integrity
5. Immature/Carnal Christianity
6. Compensation related issues
7. Lacked a true pastoral calling
8. Other issues not listed above, please describe:

**B. Identify negative experiences with associates**

1. Assign a number indicating how many associates exhibited the following negative behaviors
  1. Major mismanagement with personal finances
  2. Experienced severe marital difficulty
  3. Experienced divorce
  4. Committed sexual immorality
  5. Committed conduct contrary to church standards of holiness
  6. Disloyalty to the senior pastor

7. Other reasons not listed above, please describe:

**2. Assign a number indicating how many associates produced these church problems due to their negative behavior.**

1. Conflict between the senior pastor and the rest of the church staff
2. Conflict between the senior pastor and the Board
3. Conflict between the senior pastor and the lay leadership
4. Caused the congregation to begin questioning the senior pastor's leadership
5. Became the reason for people leaving the church
6. Caused a church split
7. Caused a church split and became the pastor of the faction that left
8. Other, please describe:

**C. Reasons for abbreviated ministry tenure**

From your perspective, indicate the reasons for abbreviated tenures and resignations of associates(s). Assign a number indicating how many associates exhibited these behaviors.

1. Sought or offered greater compensation
2. Sought or offered a larger ministry opportunity
3. Sought or offered a senior pastoral position
4. Incompatibility with your location (i.e., weather)

5. Incompatibility with your leadership
6. Incompatibility with your personality
7. Incompatibility with the congregation
8. Unhappy spouse
9. No longer felt called to vocational ministry
10. Other reasons not listed above, please describe:

**D. Forced resignation or termination reasons**

Identify the reason for the forced resignations or terminations of associate pastors. Assign a number indicating how many associates exhibited these behaviors.

1. Incompetence
2. Incompatibility (incompatible with your leadership style, your church culture, etc.)
3. Poor interpersonal skills
4. Lacked integrity
5. Immature/carnal Christianity
6. Compensation related issues
7. Lacked a true pastoral calling
8. Severe marital difficulty
9. Divorce
10. Sexual immorality was committed

- 11. Disloyalty  
☐
- 12. Initiated congregational division  
☐
- 13. Other please describe

**Pastoral Survey-Part 2**  
**Associate Pastor Selection Training Practices**

**I. Your Associate Pastor Selection Training Experiences**

**A. Profile your training in the selection of staff**

In your formal ministerial education did you ever receive training for the assessment and selection of general church staff?

☐ **Yes**                      ☐ **No**

**B. Training especially suited for selecting associate pastors**

In your formal ministerial education did you ever receive assessment training that was uniquely oriented for the assessment and selection of associate pastors?

☐ **Yes**                      ☐ **No**

**II. The Principles and Personnel Related to Your Selection Process**

**A. Guiding Principles for Associate Pastor Selection**

Throughout your associate pastor selection process, which one of these items would you primarily focus upon?

- ☐ A candidate's beliefs
- ☐ A candidate's vision
- ☐ A candidate's behavior

**B. The Selection Personnel in Your Church**

1. Does a selection committee assist you in the screening and decision-making process?

☐ **Yes**                      ☐ **No**

2. If yes, who is on this committee (i.e., deacons, elders, present associates, etc)

**C. Assessing Candidates**

In the evaluation of candidates in the past, what have you measured them against? Please choose each one that applies.

- 1. ☐ I evaluated them in respect to what I think would be the ideal associate for the position
- 2. ☐ I evaluated them in comparison to the other applicants/ candidates and then chose the one I felt was the best



3. ☐ I evaluated them by the responses I received from others (i.e., Board, selection committee, congregation)
4. ☐ I evaluated them in respect to selection criteria that was developed in advance of the entire selection process

### **III. Methods for Obtaining Candidate Information and Assessment**

Please mark all statements that apply to your past use of candidate information retrieval methods or evaluation tools.

#### **A. Resumes**

1. ☐ I personally screen all the resumes that are submitted
2. ☐ I am the only one who screens the resumes that are submitted
3. ☐ All resumes are screened by a staff member first and only those with potential are submitted to me
4. ☐ All resumes are screened by a selection committee and only those with potential are submitted to me
5. ☐ Describe any other procedures you use for the screening of resumes not listed above:

#### **B. Applications**

1. ☐ We have never needed to use applications, resumes contain all the information that we require
2. ☐ Any candidate applying for an associate pastoral position at my church must complete an application in addition to a resume, or they are not considered
3. ☐ Our applications often request information usually not found on resumes, such as: the names of all senior pastors and key leadership the candidate has worked with; releases for background checks and drug testing; and desired compensation.

#### **C. Background Checks**

1. ☐ Background checks are mandatory.
2. ☐ We perform criminal background checks.
3. ☐ We perform credit background checks.
4. ☐ We perform motor vehicle background checks.
5. ☐ We verify academic records.
6. ☐ We have never conducted background checks on candidates.

**D. Referencing**

1. ☐ I usually end up not contacting the references listed by a candidate.
2. ☐ I do not phone or personally interview references, it is my practice to have a reference fill out an evaluation form on a candidate.
3. ☐ I always make the effort to thoroughly interview (usually by phone) the references listed by a candidate.
4. ☐ I not only interview the references listed by the candidate, but any others that might be acquainted with their ministry.
5. ☐ If applicable, I always interview the former and present senior pastor(s) of the candidate for a reference.
6. ☐ I never contact references, but delegate the contacting of references to others (i.e. staff, selection committee, etc.).
7. ☐ I only contact references after they have been screened by others and the candidate is showing real potential.

**E. Interviewing**

1. ☐ I always personally conduct initial interviewing by phone before interviewing in person.
2. ☐ I have others do all phone interviews for me.
3. ☐ I have others do phone interviewing initially and then I follow up with my own phone interview.
4. ☐ All in-person interviewing is conducted by myself alone.
5. ☐ I always include my spouse when I am conducting in-person interviewing.
6. ☐ All in-person interviewing is conducted by others and not by myself.
7. ☐ All in-person interviewing is done both privately with myself and in at least one session with others questioning the candidate also.
8. ☐ I always make sure that candidates have more than one in-person interview.
9. ☐ When I interview, I primarily focus my questions on the candidate's vision.
10. ☐ When I interview, I primarily focus on the candidate's calling and Christian character.
11. ☐ When I interview, I primarily focus my questions on the candidate's recent performance in comparison to their responsibilities.

12. ☐ The interviewing at our church strives to use the same questions for all candidates.

**F. Testing and Methods For Assessing Candidates**

1. ☐ I consistently use personality profile assessments.
2. ☐ I have professionals interpret the results for the assessment measures we use on our candidates.
3. ☐ I have never used a personality profiling assessment system in the selection of an associate.
4. ☐ One form of testing that we use is the 'try-out' (i.e., a youth pastor candidate will preach to the youth).
5. ☐ I do not give much credence to personality profiling and would never consider using it for the selection of associates.
6. ☐ Though I have never used it in the past, I would be interested in trying personality profiling for associate selection.
7. ☐ Drug testing has been a part of our selection process for associates.
8. ☐ We use a spiritual gifts inventory to help determine candidate's abilities and interests.
9. ☐ I or a designate has traveled to the candidate's present church to view them functioning in leadership and ministry.
10. ☐ I have used internships to evaluate the potential of a candidate for an associate pastoral position.
11. ☐ We have requested a DVD from candidates showing them participating in ministry (i.e., preaching, worship leading, etc.).

**G. Legal Considerations in the Selection Process**

1. Do you believe that you are well informed regarding the legal issues involved in the selection process?  
☐ **Yes** ☐ **No**
2. Do you have candidates sign release statements as a record of their permission to perform any background checks?  
☐ **Yes** ☐ **No**

3. **True or False**

- a. Candidates should sign a release statement to protect every reference from legal liability.
- ☐ True                      ☐ False
- b. Ideally, a release form should require an applicant's signature to be made before a notary public or witnessed by one or two other persons whose signatures appear on the form.
- ☐ True                      ☐ False
- c. Churches are legally protected from negligent hiring due to the separation of church and state.
- ☐ True                      ☐ False
- d. Background investigation and verification helps to protect a church from negligent hiring.
- ☐ True                      ☐ False
- e. The laws regarding, "qualified privilege", vary statewide; therefore, before a church responds to a reference request they should contact an attorney.
- ☐ True                      ☐ False
- f. Employers cannot be liable for defamation when the information shared in a reference is truth (facts based upon documentation of testimony).
- ☐ True                      ☐ False
- g. Churches are within their legal rights to require a prospective associate pastor to take a polygraph test.
- ☐ True                      ☐ False

**IV. Principles and Practices Unique to the Associate Pastor Selection Process**

Please mark all statements that apply to your past use of principles and practices that would be unique to the selection of associate pastors.

**A. Associate Pastor Hiring is Unique because there is a Spiritual Dimension in the Selection of Spiritual Leadership.**

1. ☐ Prayer has always been a top priority for me in the selection of associates . . . . .
2. ☐ I have made it a practice to fast and pray during the selection process of an associate . . . . .
3. ☐ It has been my practice to designate a prayer team to pray for wise associate selection . . . . .
4. ☐ We seek for the revelation gifts of the Spirit (wisdom, knowledge and discernment) to be operative during the selection process of associates. . . . .
5. ☐ Though I believe in the priority of prayer, my tract record in selecting associates reflects a dependency upon other selection methods. . . . .

**B. There is a Unique Communication Process to Effective Associate Pastor Selection.**

1. Do you prepare an information packet for those who assist you with interviewing and from whom will you want a consensus for decision-making? (i.e, deacons, elders, selection committee, etc.)  
  
☐ **Yes**                      ☐ **No**
2. If yes, check the items that would be included:  
  
☐ The various stages of your selection process . . . . .  
☐ Agenda for the final stage of the selection process (i.e., interviewing, Q&A's with special groups, preaching "try-outs", etc.) . . . . .  
☐ Church mission statement . . . . .  
☐ Church values statements . . . . .  
☐ Church vision statements . . . . .  
☐ The pastoral portfolio the candidate is applying for (purpose, responsibilities, etc.) . . . . .  
☐ Senior pastor's analysis and vision for the department/ministry the candidate is applying for . . . . .  
☐ The selection criteria for a particular associate pastoral position . . . . .

- ☐ Senior pastor's leadership personality profile. ....
- ☐ Candidate's leadership personality profile. ....
- ☐ Candidate's spouse's personality profile (if applicable) ....
- ☐ The candidate's resume ....
- ☐ Referencing results ....
- ☐ Background check results ....
- ☐ Candidate's present compensation and benefits ....
- ☐ Church pastoral compensation and benefits policy ....
- ☐ Sample associate pastor's covenant (i.e., agreeing to a 5 year commitment) ....
- ☐ Other, please describe ....

**C. There is a Uniqueness to the Variety of Leadership/Personnel/Settings that can be Utilized for Associate pastoral Selection**

1. Identify the church leadership/personnel that you have included in the selection of a youth pastor and seek consensus from before hiring.

- ☐ Senior pastor .....
- ☐ Deacons .....
- ☐ Elders .....
- ☐ Leadership from the youth ministry .....
- ☐ Present pastoral team .....
- ☐ A selection committee .....
- ☐ Other, please describe:

2. Identify other groups that you have received input from on youth pastor candidates in the final state of the selection process.

- ☐ All youth from the youth ministry .....
- ☐ Parents of youth .....
- ☐ Congregation .....
- ☐ Other, please describe:

3. Identify the settings that you have organized in the final stage of the selection process for the purpose of gathering feedback and forming consensus.

- ☐ Youth leadership team Q&A with the candidate .....
- ☐ Youth ministry Q&A with the candidate .....
- ☐ Parents of youth Q&A with the candidate .....
- ☐ Youth social activity with the candidate invited .....
- ☐ Pastoral social activity with the candidate .....

- ☐ Other, please describe:

**D. Associate Pastor Selection is Unique Because Focus is Usually Given to the Spouse as Well in the Selection Process.**

Identify how you have included a candidate's spouse in the selection process.

1. ☐ Spouse is included in some of the interviewing
2. ☐ Spouse is included in all of the interviewing
3. ☐ Spouse's personality and attitudes are evaluated
4. ☐ Spouse is invited to receive a personality profile test
5. ☐ Spouse is invited to interact with the Q&A groups
6. ☐ Other, please describe:

**E. Associate Pastor Selection is Unique Because Churches Will Often have Candidates Minister in a "Try-Out" Experience**

1. Identify the types of "try-out" experiences that you have conducted in the past.

- ☐ A youth pastor candidate preaches in a youth service . . . . .
- ☐ A youth pastor candidate preaches in the main worship service . . . . .
- ☐ A worship pastor candidate leads praise and worship in the main service (s) . . . . .
- ☐ A children's pastor candidate leads a children's church service . . . . .
- ☐ Other, please describe:

2. Identify each purpose that would apply for your "try-out" experiences.

- ☐ To test the competency of the candidate . . . . .
- ☐ To evaluate the spirituality of the candidate . . . . .
- ☐ To assess the charisma of the candidate . . . . .
- ☐ To assess the interpersonal skills of the candidate . . . . .
- ☐ To make the congregation feel a part of the selection process
- ☐ To see the response of people to the candidate's ministry . . .
- ☐ Other, please describe:

## **V. The Decision-Making Stage For Associate Pastors**

### **A. The Personnel Involved in the Final Decision to Select a Particular Candidate as a New Associate Pastor.**

Identify only one answer that best reflects your church's past selections.

1. ☐ Senior pastor and majority of deacon . . . . .
2. ☐ Senior pastor and majority of elders and deacons . . . . .
3. ☐ Senior pastor and majority of elders, deacons and selection committee . . . . .
4. ☐ Congregational vote . . . . .
5. ☐ Senior pastor and current pastoral team . . . . .
6. ☐ Senior pastor only . . . . .
7. ☐ Other, please describe:

### **B. Your Decision-Making Practices**

Mark the items that best reflect how you made final decisions in the past regarding a candidate.

1. ☐ You have used a scoring system, a decision-making matrix to aid in final selections objectively.
2. ☐ You have two or more candidates at the final decision-making stage, and as you compare them to each other, you choose the best among them. . . . .
3. ☐ You have one candidate at the final decision-making stage and your decision is based upon your established selection criteria. . . . .



**Pastoral Survey - Part 3**  
**Final Considerations on Associate Pastoral Selection**

**I. The Most Important Principles and Practices**

**A. What Would You Consider to be the Most Important Method That You Have Used to Retrieve Information on a Candidate?**

Choose only one.

1. ☐ Resumes .....
2. ☐ Applicants .....
3. ☐ References .....
4. ☐ Interviews .....
5. ☐ Personality profiles .....
6. ☐ DVD of them involved in ministry .....
7. ☐ Background checks .....
8. ☐ Other, please describe:

**B. If You Had to Depend on Only One Method (Besides Prayer) for Decision-Making on a Candidate to be Your New Associate Pastor, What Would It Be?**

Choose only one

1. ☐ A sharp resume .....
2. ☐ The fact that this candidate is the most qualified in comparison to all the other candidates .....
3. ☐ Great references .....
4. ☐ Successful interviewing with senior pastor alone .....
5. ☐ Successful interviewing with senior pastor and selection team .....
6. ☐ The fact that this candidate scores the best in matching your established selection criteria .....
7. ☐ Personality profiling .....
8. ☐ Successful evaluation after observing them in ministry at their present church .....
9. ☐ Successful “try-out” experience .....
10. ☐ Vote by board of deacons .....
11. ☐ Congregational vote .....
12. ☐ Other, please describe:

**C. What Do You Believe is the Number One Reason Why Senior Pastors Often Fail in Leading the Selection Process for Associate Pastors?**

Choose only one answer

1. ☐ Impatience, they feel the pressure to fill a vacancy
2. ☐ The “rebound romance” syndrome, they hire to heal the rejection caused by the prior associate’s resignation
3. ☐ Their evaluation is based primarily on the appearance of a candidate (and spouse)
4. ☐ Their evaluation is based primarily on the competence, skills and gifts of a candidate (and spouse)
5. ☐ Their evaluation is based primarily on the candidate’s charisma (and spouse)
6. ☐ Biblical principles are ignored (i.e., prayer, dependency on the Spirit’s guidance, etc.)
7. ☐ Inadequate interviewing of references
8. ☐ Poor interviewing techniques
9. ☐ Interviewing alone and not utilizing other interviewers
10. ☐ Conducting the selection process alone without a selection committee
11. ☐ Neglecting the use of personality profiling
12. ☐ They fail to utilize a selection criteria for evaluation and decision-making
13. ☐ They make the final decision alone without the consensus of others .....
14. ☐ They ignore the use of background checks
15. ☐ They base their decision upon the candidate’s performance at the “try-out” experience
16. ☐ Other, please describe:

**II. The Need for Associate Pastor Selection Training**

**A. How Would You Rate the Training of Most Senior Pastors in Leading an Effective Selection Process for the Hiring of Quality Associate Pastors?**

1. ☐ Excellent
2. ☐ Good .....
3. ☐ Fair .....
4. ☐ Poor .....

**B. How Would You Rate The Ability of Most Senior Pastors in Leading an Effective Selection Process for the Hiring of Quality Associate Pastors?**

- 1. ☐ Excellent .....
- 2. ☐ Good .....
- 3. ☐ Fair .....
- 4. ☐ Poor .....

**C. Do You Believe That You Have Hired an Associate Pastor in the Past Because You Did Not Use a Quality Selection Process?**

☐ Yes ☐ No

**D. Do You Believe That Training in the Selection Process For Associate Pastors Would be Valuable to You and Your Ministry?**

☐ Yes ☐ No

**E. Would a Written Strategy (Based Upon Biblical Principles, But Inclusive of Quality Church Administrative and Secular Methods) Uniquely Oriented for the Effective Selection of Quality Associate Pastors be Valuable to You and Your Ministry?**

☐ Yes ☐ No

## **Appendix B**

### **The Seven Selection Criteria Categories For Associate Pastor Assessment**

#### **1. Christian Life and Leadership**

The most fundamental criteria for evaluating a candidate for pastoral ministry must be evidence of a maturing relationship with God through Jesus Christ. Since the life and the leadership of a pastor cannot be separated, the characteristics of true biblical Christian leadership must also be manifested. The New Testament qualifications for Christian life and leadership must be the most important criteria. (Acts 6:3; Acts 20:28-35; 1 Tim. 3:1-13; Titus 1:6-9; and 1 Peter 5:2-4).

Authors Don Cousins, Leith Anderson and Arthur DeKruyter in *Mastering Church Management*, prioritize Christian commitment as the number one criteria in the selection of associate pastors.<sup>392</sup> “Deep Christian commitment is a given, of course, with full-time ministry staff.”<sup>393</sup>

Dan Reiland in his article, “The Art of Managing Church Staff” explains that the criteria for Christian life is far more than ascertaining a conversion date, but the prerequisite of a growing relationship with Christ. He wants to see evidence of a “strong

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<sup>392</sup> Anderson, Leith, Cousins, Don, Arthur DeKruyter, *Mastering Church Management*. Portland, OR: 1990, 151.

<sup>393</sup> Ibid., 257.

Christian testimony and lifestyle.”<sup>394</sup> “It surprises me how many staff members are never asked to tell their Christian conversion testimony during the hiring process. I not only want to know their conversion testimony, I want to know devotional habits and how they are currently maturing in their faith.”<sup>395</sup>

For those in key positions of management, direction and influence, all the literature reviewed emphasizes the need for quality leadership skills. In view of associate pastors, the special leadership required is spiritual leadership. It is spiritual leadership that Reiland places an utmost priority on in his selection criteria for associate pastors:

Leadership is without question the primary trait you are looking for.... This is key in all hires. However, leadership and leadership skills can be taught, learned, and improved. If the basic raw material is there, and you are willing to make the developmental investment, the growth of the candidate should go well.<sup>396</sup>

Reiland adds that a chief characteristic of spiritual leadership is “high energy and contagious passion.”<sup>397</sup> This evidence for quality spiritual leadership for him is not one of necessarily being an extroverted or gregarious individual but one who is consumed with doing God’s work:

Low energy and low passion people do not lead well for long. This isn’t about personality. There are many leaders who are not the life of the party but have tremendous energy and passion for what they do. It’s about a fire in the belly that

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<sup>394</sup>Reiland, Dan M. “The Art of Managing Church Staff” (n.d.) Enrichment Journal. Retrieved June 14, 2006, from [http://enrichmentjournal.ag.org/200304/082\\_stf.cfm](http://enrichmentjournal.ag.org/200304/082_stf.cfm), 257.

<sup>395</sup>Ibid., 5.

<sup>396</sup>Ibid., 4.

<sup>397</sup>Ibid., 5.

causes and sustains initiative and the pursuit of results.<sup>398</sup>

## 2. Character

Selection criteria will next focus on the vital category of character. Pat MacMillan, in his book, *Hiring Excellence*, defines character as that which is found both in the head (i.e. morality, ethics, and integrity) and the heart (i.e. courage, perseverance and decisiveness).<sup>399</sup> He asserts that competency must be subservient to quality character traits and notes that in the Apostle Paul's qualifications for church leadership that character qualities are always at the forefront in contrast to skill proficiency.<sup>400</sup>

Anne Marie Nuechterlein in her research study of 40 multiple church staffs of ordained Lutheran clergy, in her work, *Improving Your Multiple Staff Ministry*, found integrity was a crucial character quality sought by senior pastors relative to associate pastor selection. According to Nuechterlein, she never raised the issue of 'trust' in any of her interviews or research with Senior Pastors:

"Every senior pastor, however, brought it up, stressing the importance of trust among staff members. They all stated that staff relationships cannot be good if the staff members are unable to fully trust each other...rather than desiring friendship with their staff members, senior pastors prefer knowing that they can trust their staff."<sup>401</sup>

Integrity is also the vital character quality for Reiland in selection criteria formation and he

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<sup>398</sup>Ibid., 5.

<sup>399</sup>MacMillan, Pat. *Hiring Excellence*. Colorado Springs: Navpress, 1992, 93-94.

<sup>400</sup>Ibid., 127.

<sup>401</sup>Nuechterlein, Anne Marie. *Improving Your Multiple Staff Ministry*. Minneapolis, MN: Augsburg Fortress, 1989, 42.

underscores the importance of determining its presence in the hiring process. Integrity. The first and most important thing I look for are things like honesty, authenticity, ethical and moral patterns, and a sense of being trustworthy.<sup>402</sup> Macmillan adds that the best indicator of character is conduct.<sup>403</sup> Although he does not suggest adding specific behaviors to the selection criteria, he recommends ascertaining a candidate's character quality in the screening process.<sup>404</sup> The character category is so vital that Reiland states:

The absence of good character - or a major character flaw - can turn a potential good hire into a disaster. You can develop skills, but candidates will usually retain the character they come in with. Therefore, make certain you feel confident about the character traits important to you.<sup>405</sup>

Macmillan believes that the Church is too presumptuous in assuming that character qualities are present in Christian candidates.<sup>406</sup> He emphasizes: Character is the foundation on which all of the other qualities are laid. It's the safety net, the fall-back position if something goes wrong, and possibly the criteria on which you would be least willing to compromise.<sup>407</sup>

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<sup>402</sup>Reiland, Dan M. "The Art of Managing Church Staff" (n.d.) Enrichment Journal. Retrieved June 14, 2006, from [http://enrichmentjournal.ag.org/200304/082\\_stf.cfm](http://enrichmentjournal.ag.org/200304/082_stf.cfm), 5.

<sup>403</sup>MacMillan, Pat. *Hiring Excellence*. Colorado Springs: Navpress, 1992, 94.

<sup>404</sup>Ibid., 94.

<sup>405</sup>Reiland, Dan M. "The Art of Managing Church Staff" (n.d.) Enrichment Journal. Retrieved June 14, 2006, from [http://enrichmentjournal.ag.org/200304/082\\_stf.cfm](http://enrichmentjournal.ag.org/200304/082_stf.cfm), 4.

<sup>406</sup>MacMillan, Pat. *Hiring Excellence*. Colorado Springs: Navpress, 1992, 93.

<sup>407</sup>Ibid., 94.

### 3. Call

Call would refer to a candidate's desire to be obedient to God's commissioning upon his or her life to vocational ministry, the pastorate, a specific church and position. Macmillan identifies call as "the 'pull' to the organization and position."<sup>408</sup> He observes, "I don't believe I've ever done a search for a Christian ministry where one of the criteria wasn't a 'sense of call to this ministry.'"<sup>409</sup>

Often the concept of call is somewhat confusing and ambiguous. In his book, *Becoming a Leader*, Elmer Towns offers excellent insight into the understanding of call specifically as it relates to vocational ministry:

Usually, the call of God involves a lifetime separation to the ministry....The call or calling of God is a term that indicates a person has been chosen by God and separated from a secular vocation to serve the Lord in a full-time vocational manner so that his total pursuit of life is occupied with the aims of the New Testament, for which he receives a salary, the church becoming obligated for his financial responsibility.<sup>410</sup>

Towns bases his perspective of the call to full time ministerial service upon the narrative of Paul and Barnabas in Acts 13. Here Towns shows the distinction between the call of a lay person and the chief characteristics of the call to vocational ministry:

When Paul and Barnabas were called into full-time service they were active church leaders. A second part of the call is that they were to be separated, indicating they were no longer considered laymen. A third part of the call to full-time service was accompanied with self-examination and searching the mind of the Lord. Barnabas and Paul were fasting and praying to the Lord when they were called. A last part

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<sup>408</sup>Ibid., 84.

<sup>409</sup>Ibid., 97.

<sup>410</sup>Towns, Elmer. *Becoming a Leader*. Lynchburg, VA: Church Growth Institute, 1986,



of the call is that it came from the Holy Spirit. No man can issue the call to himself, the call of God comes from the Holy Spirit.<sup>411</sup>

Invaluable for incorporation into the selection criteria are Towns' insights on identifying the evidence of the call to: pastoral ministry; a specific pastorate; and a specific ministry (i.e. youth ministry). Towns explains that such a call is exhibited in three ways: burden, desire and fruit.<sup>412</sup>

Towns defines burden as an "obligation or compulsion."<sup>413</sup> he explains that several of the Old Testament prophets indicated that their message was the burden of the Lord (Mal. 1:1; Hab.1:1).(77) He notes that this 'burden' is different from the need to reach the lost with the Gospel, this... "burden is a unique and inner assurance that he must serve Jesus Christ with all of his life."<sup>414</sup>

Towns states that desire is evidenced in a minister's life when the greatest desire is to serve Jesus Christ with every part of one's life. He explains that desire will always involve a surrendered will that expend one's entire time in serving Jesus Christ. Citing Jeremiah who said, "his word is in my heart like a fire, a fire shut up in my bones. I am weary of holding it in; indeed, I cannot"(Jeremiah 20:9), Towns observes that the call similarly will be manifested by those who have a like burning desire to minister the gospel

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<sup>411</sup>Ibid., 71.

<sup>412</sup>Ibid., 77.

<sup>413</sup>Ibid., 77.

<sup>414</sup>Ibid., 77.

at any time or place.<sup>415</sup>

Finally Towns notes that a genuine call is always evidenced by fruit. Citing Jesus' emphasis upon fruitfulness in His followers (Jn. 15:16), Towns explains that previous ministry results can be a strong indication of call:

Evidence of a minister's calling is that when he has preached the gospel, souls have been converted. When he has taught the Word of God, people have been followers of Jesus Christ. I would add that "the call" is affirmed and confirmed by others who walk with God.<sup>416</sup>

Effective associate pastoral hiring decisions then, first involve the identification of the calling necessary for a given pastoral ministry, this specific calling should be delineated in the selection criteria. Secondly, in the assessment stage of the selection process, determination of call alignment to the established criteria should be a major objective.<sup>417</sup>

#### 4. Compatibility

Literature pertaining to selection criteria seemingly addresses the category of compatibility more than any other. In terms of an associate pastor, compatibility often refers to the "fit" between a candidate and a senior pastor or church in respect to such factors as: vision; ministry philosophy; culture, personality, etc. Reiland discusses the importance of vision and ministry philosophy compatibility in the hypothetical framework of hiring a youth pastor:

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<sup>415</sup>Ibid., 77.

<sup>416</sup>Ibid., 78.

<sup>417</sup>Ibid., 116.

It is important to know what emphasis you want the youth ministry to take. This is not up to the youth pastor to decide. While each person has a unique style, personality, and gifts, senior leadership sets the direction and philosophy of youth ministry. When this is not done and clearly communicated during the hiring process, you will nearly always hire the wrong person. It often results in a good and hardworking youth pastor at odds with a good and hardworking senior pastor because they have major ministry philosophical differences.<sup>418</sup>

It is vital for a senior pastor and selection team to have a church's statements of mission, values and vision before them before the screening process begins. For instance, Dan Millheim in his article, "The right One for the Job," demonstrates how a vision statement is an invaluable guide for determining candidate compatibility in the screening process:

Before you draft your staff, cast your vision. This principal is absolutely vital to your success in hiring the right...staff, yet countless churches repeatedly hire staff without drafting a vision statement.... Your hiring decisions concerning a candidate's heart, talent, calling, etc., are brought into tremendous clarity as potential staff are evaluated in light of your vision rather than your vacancy.<sup>419</sup>

Tony Morgan in his article, "Staffing on Purpose: Building Fast Ministry Teams," states: "...New team members must be able to fully embrace the mission, vision and values of the ministry. If an individual having talent and huge potential doesn't fully embrace the vision, there'll be times when that person is pulling the team in different directions."<sup>420</sup>

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<sup>418</sup>Reiland, Dan M. "The Art of Managing Church Staff" (n.d.) Enrichment Journal. Retrieved June 14, 2006, from [http://enrichmentjournal.ag.org/200304/082\\_stf.cfm](http://enrichmentjournal.ag.org/200304/082_stf.cfm), 2-3.

<sup>419</sup>Millheim, Dan. "The Right One for the Job," (n.d.) Retrieved May 30, 2006, from Christian Copyright Licensing International Web site: <http://www.ccli.com/WorshipResources/Articles.cfm?itemID=8>

<sup>420</sup>Morgan, Tony. "Staffing on Purpose: Building Fast Ministry Teams," (n.d.) Retrieved August 10, 2006, from Rick Warren's Ministry Tool Box Web site: <http://www.pastors.com/RWMT/printerfriendly.asp?issue=52&artID=1697>, 2.

The issue of compatibility looms large in the selection criteria development of Mastering Church Management authors, Cousins, Anderson, and DeKruyter:

The more ministry oriented the position, the more compatibility we expect. Doctrinal compatibility is especially important with ministerial staff. But personal compatibility is just as important for us. For example, we look at the candidates's length of stay in other positions....a three or four -year stint at a job may not indicate a good working relationship.... I urge the candidate to probe each of my other staff members about me, this organization, and our style of management.....And I'll want the staff's impressions of the person's compatibility.... we feel the candidate must fit the church's culture and that includes the way he or she dresses.....we also look for compatibility of competence. We don't like to have a Ph.D in one department and a Bible school graduate in another. We strive for a match in quality and maturity across the board.<sup>421</sup>

Mega church senior pastor, Tommy Barnett, in his book, *Multiplication: Unlock the Factors to Multiply Your Effectiveness in Leadership and Ministry*, warns about the detrimental effects that incompatibility in vision and philosophy of ministry can bring in the acquiring of wrong pastoral associates. In Barnett's 40 multiplication factors for church growth he rates associate pastoral compatibility as number four:

Negative people drain your energy and creativity. If you are conforming to Christ's image, then you can say to those around you, with Paul, "Follow my example, as I follow the example of Christ" (1 Cor. 11:1) If your associates cannot follow your positive example by conforming to Christ, then they need to take a leave of absence from leadership.<sup>422</sup>... Avoid fainthearted men as your closest associates, for what they can accomplish pales in significance to what stouthearted men touched by God will achieve.<sup>423</sup>

In respect to compatibility, Calvin Ratz in his chapter, "Calling Ministerial and Program

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<sup>421</sup> Anderson, Leith, Cousins, Don, Arthur DeKruyter, *Mastering Church Management*. Portland, OR: 1990, 157

<sup>422</sup> Barnett, Tommy. *Multiplication: Unlock the Factors to Multiply Your Effectiveness in Leadership and Ministry*. Orlando, FL: Creation House, 1997, 36.

<sup>423</sup> Ibid., 38-39.

Staff,” in the *Leadership Handbook of Management and Administration: Practical insight from a Cross Section of Ministry Leaders*, edited by James Berkley, emphasizes the importance of cultural compatibility in his selection criteria. To him, it is vital that the candidate be adaptable to the cultural conditions of the congregation. He cites the potentiality of a minister from Michigan, struggling to be compatible with a church in Mississippi, or an urban minister being compatible in communication with a rural congregation.<sup>424</sup> Reiland also discusses the importance of cultural compatibility, but demonstrates its seemingly endless varieties:

Every church has its culture. Some churches have a button-down business culture and others a more relaxed culture. Some churches have a unique worship culture. There is no end to the variety of church cultures. Your church has its own unique makeup, and it is important that all the staff connect well within that culture.<sup>425</sup>

Reiland’s insights on cultural compatibility demonstrate the necessity of senior pastors and selection teams to identify their church culture, honestly present it to candidates as they seek to assess their potential compatibility.

Wayde Goodall, in his article, “Preventing Staff Infection - A Senior Pastor’s View” places more emphasis upon compatibility than competency. Compatibility for Goodall, mainly focuses on those traits that are complementary to his existing pastoral team and himself as senior pastor:

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<sup>424</sup>Ratz, Calvin C. “Calling Ministerial and Program Staff,” in the *Leadership Handbook of Management and Administration: Practical insight from a Cross Section of Ministry Leaders*, ed. by James D. Berkley, Grand Rapids: Baker Books, 1994, 36.

<sup>425</sup>Reiland, Dan M. “The Art of Managing Church Staff” (n.d.) Enrichment Journal. Retrieved June 14, 2006, from [http://enrichmentjournal.ag.org/200304/082\\_stf.cfm](http://enrichmentjournal.ag.org/200304/082_stf.cfm)

When I ask someone to join the team, I hire spirit before I hire talent. A teachable spirit is critical. I have met too many associates just out of ...seminary who think they are going to fix the church or the pastor. The rule I go by is: are they humble,...hard working...are they smart? Do they understand the position they have and the personal and professional priorities of ministry?<sup>426</sup>

## 5. Chemistry

The category of chemistry in selection criteria development often refers to the interpersonal skills of a candidate. In terms of an associate pastor, chemistry would pertain to his or her's ability to relate to the senior pastor, staff, the assigned ministry department and the general congregation. In Reiland's selection criteria for an associate pastor he ranks chemistry, which he describes as being a "people person" as the third most important quality.<sup>427</sup>

When it comes to hiring and developing staff, there are three things to focus on: character, competence, and chemistry.... Do they mix well with others?<sup>428</sup> .... As a leader, it's important for others to perceive you as enjoyable to be with, someone who possesses the ability to be lighthearted and enjoy life. <sup>429</sup>

Reiland emphasizes two important kinds of chemistry that need to be seen in associate pastors, the first is relational chemistry:

Relational chemistry means that you like each other and enjoy being together. This is important to function well as a team. Of all ...kinds of chemistry, this is the one

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<sup>426</sup>Goodall, Wayne I. "Preventing Staff Infection - A Senior Pastor's View" (n.d.) *Enrichment Journal*. Retrieved April 17, 2006, from [http://enrichmentjournal.ag.org/200503/200503\\_082\\_infection\\_sr.cfm](http://enrichmentjournal.ag.org/200503/200503_082_infection_sr.cfm), 4.

<sup>427</sup>Reiland, Dan M. "The Art of Managing Church Staff" (n.d.) *Enrichment Journal*. Retrieved June 14, 2006, from [http://enrichmentjournal.ag.org/200304/082\\_stf.cfm](http://enrichmentjournal.ag.org/200304/082_stf.cfm), 6.

<sup>428</sup>*Ibid.*, 6.

<sup>429</sup>*Ibid.*, 4.

the congregation will pick up on first. Bad chemistry leaks quickly into the congregation and contaminates the morale. Good chemistry does the opposite. People pick up on the good vibes, intuitively feel better about the church, and are more apt to get involved and become more committed.<sup>430</sup>

Another dimension of chemistry that Reiland delineates is “productivity chemistry”.<sup>431</sup>

This criteria would measure a candidate’s ability to work well with an existing pastoral team. Reiland explains:

This means that the group of people who comprise your staff team are better together than apart; the staff is better because they are together as a team. The Beatles are a classic example of productivity chemistry. They were extraordinary together, but apart they were just above average.<sup>432</sup>

In Reiland’s perspective, it is imperative that these two aspects of chemistry be included as criteria to assess their potentiality in candidates during the selection process.<sup>433</sup>

For Ratz, chemistry (or “people skills” as he terms it) is the ability to work with people, resolve conflicts, and demonstrate empathy.<sup>434</sup> In addition, he believes that sensitivity is an important attribute in the chemistry category. “Pastors who have overcome hurts, setbacks, and tragedies often have a brokenness of spirit that greatly enhances their ministry among other broken people.”<sup>435</sup> Kenneth Mitchell, in his book *Multiple Staff*

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<sup>430</sup>Ibid., 8.

<sup>431</sup>Ibid., 9.

<sup>432</sup>Ibid., 9.

<sup>433</sup>Ibid., 9.

<sup>434</sup>Ratz, Calvin C. “Calling Ministerial and Program Staff,” in the *Leadership Handbook of Management and Administration: Practical insight from a Cross Section of Ministry Leaders*, ed. by James D. Berkley, Grand Rapids: Baker Books, 1994, 237.

<sup>435</sup>Ibid., 236.

*Ministries*, stresses the importance of senior pastor - associate chemistry, and the unmet expectations experienced by many senior pastors in this regard:

Ordained clergy often dream of having partners, colleagues with whom to share thoughts, feelings and responsibilities. They dream of creating a working partnership which will hopefully be a microcosm of the church, ....But when such an opportunity finally comes, the reality is often disappointing. Sometimes the partnership fits beautifully, but too often the hoped-for partner turns out to be unreliable or a loner or a bully.<sup>436</sup>

## 6. Competency

In a selection criteria oriented for an associate pastoral position, competency would refer to the spiritual gifts, skills and knowledge necessary to perform well in the position.<sup>437</sup> Ratz includes the elements of: biblical and theological knowledge; ministry experience; education; administrative skills; and platform skills in the competency category. Reiland offers insight on how the competency category should be perceived:

...there are minor and major differences in the specific skills you are looking for. For example, when hiring a children's pastor, the ability to recruit is a major factor, while musical ability is minor (if needed at all). When hiring a teaching pastor, the ability to communicate is major, while the ability to administrate is minor.<sup>438</sup>

Competency in Morgan's selection criteria, would be termed the "skills filter." For him quality pastoral skills always take precedence over experience. He subscribes to a

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<sup>436</sup>Mitchell, Kenneth R. *Multiple Staff Ministries*. Philadelphia: The Westminster Press, 1988, 11.

<sup>437</sup> Ratz, Calvin C. "Calling Ministerial and Program Staff," in the *Leadership Handbook of Management and Administration: Practical insight from a Cross Section of Ministry Leaders*, ed. by James D. Berkley, Grand Rapids: Baker Books, 1994, 85.

<sup>438</sup>Reiland, Dan M. "The Art of Managing Church Staff" (n.d.) *Enrichment Journal*. Retrieved June 14, 2006, from [http://enrichmentjournal.ag.org/200304/082\\_stf.cfm](http://enrichmentjournal.ag.org/200304/082_stf.cfm), 4.



behavioral based competency criteria.<sup>439</sup> “In the end, you still need someone who can do the job.... experience is not necessarily the best indication of someone’s ability to perform the job. Whenever possible, try to see the candidate in action”.<sup>440</sup>

In the competency category, Woodruff emphasizes the importance of enumerating the skills an associate pastor would need for a specific portfolio of responsibility. He expresses that it is not only vital to know what skills are necessary for specific pastoral positions, but in selection criteria development, competency skills should be prioritized as well for objective assessment during the screening process:

Business consultants not only encourage managers to draw up a list of skills a person must have to fill a position, but they also encourage them to weight the skills according to their importance. This will serve as a guide later on and keep you from being overly impressed by a high - powered person who could do a great job - just not the right job.<sup>441</sup>

Reiland suggests that other indicators for traits in the competency category would include the capacity and desire for further growth and potential. He notes, “You don’t want to hire people who are as good as they are going to get. Neither do you want to hire someone who has potential but no desire to grow.”<sup>442</sup>

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<sup>439</sup>Morgan, Tony. “Staffing on Purpose: Building Fast Ministry Teams,” (n.d.) Retrieved August 10, 2006, from Rick Warren’s Ministry Tool Box Web site: <http://www.pastors.com/RWMT/printerfriendly.asp?issue=52&artID=1697>, 3.

<sup>440</sup>Ibid., 3.

<sup>441</sup>Woodruff, Michael. (1999) “How to Win at the Game of Hiring,” Retrieved September 25, 2006, from Youth Specialities Web site: [http://www.youthspecialties.com/articles/topics/job\\_help/hiring\\_game.php?2](http://www.youthspecialties.com/articles/topics/job_help/hiring_game.php?2).

<sup>442</sup>Reiland, Dan M. “The Art of Managing Church Staff” (n.d.) Enrichment Journal. Retrieved June 14, 2006, from [http://enrichmentjournal.ag.org/200304/082\\_stf.cfm](http://enrichmentjournal.ag.org/200304/082_stf.cfm), 5.

## 7. Compensation

The category of compensation should be included in the selection criteria of an associate pastor right at the onset of the hiring process for the guidance of both parties: the church and the candidate. This category would include the salary, the benefits and the reimbursable monies that the church could adequately budget. MacMillan notes the importance of establishing compensation parameters in the selection criteria at the beginning of the hiring process:

I include this particular category because in many organizations, particularly ministries, compensation is a very significant boundary line and will invariably help define or limit the pool of available candidates... it's best to be "up front" with your desires, needs, and limits in the area of salary and benefits.<sup>443</sup>

MacMillan observes that often church selection teams skirt the issue of compensation until the very end of the hiring process, only to discover that the budgetary needs of both parties are not compatible.<sup>444</sup> James Berkley general editor of *The Leadership Handbook of Management and Administration: Practical insight from a Cross Section of Ministry Leaders*, and author of the chapter: "Listing the Terms of a Call" reiterates Macmillan's advice in considering up-front the realistic budgetary needs of both parties:

A generous committee may want to give a pastor a fabulous salary and a sabbatical every other year, but reality inhibits the possibilities. What can the church afford? What is reasonable, given the budget of existing pay packages, and congregational expectations?... The candidate may enter the discussion, testing the possibility of a larger salary, particular perks, or a redistribution of the elements of a salary package. No church wants to lose a top candidate simply because the package was

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<sup>443</sup>MacMillan, Pat. *Hiring Excellence*. Colorado Springs: Navpress, 1992, 97.

<sup>444</sup>Ibid., 97.

nonnegotiable.<sup>445</sup>

Macmillan recommends stating compensation as a range in this selection criteria category. Stating compensation in terms of a range, allows for flexibility in the selection process and especially the decision-making stage when it can be determined how some of the other criteria have been met.<sup>446</sup>

Berkley gives direction to a selection team in how to prepare and organize associate pastoral compensation issues in this important category for discussions with a candidate:

Considering pastoral compensation in four distinct blocks - expense reimbursements, benefits, housing, and salary clarifies the picture greatly. Expense reimbursements,... expenses paid by the church merely return to pastors money they have spent for the church out of their own pockets in the course of their ministry.... Benefits,... commonly include such items as health insurance, life insurance, pension plan, disability insurance, and self-employment tax allowance.<sup>447</sup> Housing,... The part of the pastor's remuneration that is officially designated by the church as housing allowance (and can be justified by actual expenses or fair-rental value plus utilities) is not subject to income tax. Salary,...the cash salary is true pay, from which the pastor must support a family, pay taxes, provide a car, buy groceries, put children through school, pay all the bills, and keep the wolves from the door.<sup>448</sup>

Senior pastors, church finance boards, deacons, and selection teams would do well

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<sup>445</sup>Berkley, James. "Listing the Terms of a Call," in the *Leadership Handbook of Management and Administration: Practical insight from a Cross Section of Ministry Leaders*, ed. by James D. Berkley, Grand Rapids: Baker Books, 1994, 240.

<sup>446</sup>MacMillan, Pat. *Hiring Excellence*. Colorado Springs: Navpress, 1992, 97.

<sup>447</sup>Berkley, James. "Listing the Terms of a Call," in the *Leadership Handbook of Management and Administration: Practical insight from a Cross Section of Ministry Leaders*, ed. by James D. Berkley, Grand Rapids: Baker Books, 1994, 241.

<sup>448</sup>*Ibid.*, 242.

to review the *Annual Compensation Handbook for Church Staff* by James Cobble, Jr., and Richard R. Hammar, for adequate and objective compensation presentation. This annual compensation manual provides a current and detailed picture of church compensation practices across the United States. Included in this handbook are complete compensation profiles for these associate pastoral positions: senior associate; Christian education; youth; worship and creative arts; and church business administrators. Compensation profiles are based upon church attendance, budget, denomination, and geographical context. Factors such as seniority and educational training are also taken into account.<sup>449</sup> Authors Cobble and Hammar note that those involved in church decision-making and leadership are often unaware of clergy compensation factors, they observe: Compensation planning for clergy and other church staff presents several unique issues that are not well understood by many church leaders and their advisers.<sup>450</sup> Cobble and Hammar's chapter on "Compensation Planning" presents 19 key considerations for compensation planning that selection teams should review.<sup>451</sup>

Reiland recommends that churches do their best in compensating associate ministers adequately. "Pay well. You may not always be able to pay big, but you can be as generous as possible. When you can afford to pay better, do so. We all know ministry is

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<sup>449</sup>Cobble, Jr., James F. and Richard R. Hammer. *The 2006 Compensation Handbook for Church Staff*, Matthews, NC: Christian Ministry Resources, 2005, 153.

<sup>450</sup>*Ibid.*, 7.

<sup>451</sup>*Ibid.*, 7.

not about getting rich, but if you find an eagle, you are wise to pay well.”<sup>452</sup>

Wisdom then, would direct a senior pastor and selection team to prepare and organize compensation matters at the onset of the selection process, instead of making them an afterthought, thereby running the risk of mismatched expectations. Breaching compensation issues in the beginning with applicants can be a screening method itself and also grant opportunity for negotiation so that qualified candidates are not lost. Organizing compensation issues within the selection criteria enables a church to make a more precise offer at the end of the hiring process. Compensation issues that were enumerated in ranges at the onset of the process, can now become solidified amounts in the minds of decision-makers at the end of the process, since they now have a good understanding of the quality of the candidate.

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<sup>452</sup>Reiland, Dan M. “The Art of Managing Church Staff” (n.d.) Enrichment Journal. Retrieved June 14, 2006, from [http://enrichmentjournal.ag.org/200304/082\\_stf.cfm](http://enrichmentjournal.ag.org/200304/082_stf.cfm), 7.

## **Appendix C**

### **The Proposed Associate Pastor Selection Strategy Guide**

<b>Phase One:</b>	<b>Adopt Seven Pre-selection Principles and Practices</b>
<b>Phase Two:</b>	<b>Initiate Selection Criteria Development</b>
<b>Phase Three:</b>	<b>Perform Basic Screening</b> Part One: Resume Screening Part Two: Request and Review Applications Part Three: Phone Interviews with “High Potential” Applicants
<b>Phase Four:</b>	<b>Perform Intermediate Screening</b> Part One: Request and Review Work Samples Part Two: Request and Review Completed Personal and Biographical Questionnaires. Part Three: Request and Review Completed Personality Profiles. Part Four: Request and Review Completed Spiritual Gift Inventories.
<b>Phase Five:</b>	<b>Implement Advanced Screening</b> Part One: Perform Referencing Part Two: Perform Ten Risk Management Selection Steps Part Three: Assess Applicant’s Ministry Skills Part Four: Perform Preliminary In-person Interviewing
<b>Phase Six:</b>	<b>Implement the “Candidacy Experience”</b> Part One: Testing - the “Try-out” Service Part Two: Formal Interviewing Part Three: Question and Answer Settings Part Four: Unstructured Evaluation Experiences
<b>Phase Seven:</b>	<b>Implement the Decision-making Stage to Extend the Candidate an Invite or Decline Response.</b> Part One: Prepare a Decision Matrix Part Two: Utilize the Best People-Decision Tool: Prayer

## **Appendix D**

### **The Stewardship Assessment Instrument for the Proposed Associate Pastor Selection Strategy**

- \* If a Church Hired an Associate Pastor Without Performing a Selection Process, What Would Be the Stewardship Assessment?
  
- \* Selection Factors and Levels (N/A, Low, Mid-Range or High)
  - Overall Time Investment Level:
  - Overall Selection Cost Level:
  - Overall Selector Skill Level:
  - Candidate Information Level:
  - Candidate Viability Level:
  - Probability of Error Level:
  - Decision-Risk level:

**Phase One: Adopt Seven Pre-selection Principles and Practices**

**Phase Two: Initiate Selection Criteria Development**

**Phase Three: Perform Basic Screening**

Part One: Resume Screening  
Part Two: Request and Review Applications  
Part Three: Phone Interviews with “High Potential” Applicants

**Phase Four: Perform Intermediate Screening**

Part One: Request and Review Work Samples  
Part Two: Request and Review Completed Personal and Biographical Questionnaires.  
Part Three: Request and Review Completed Personality Profiles.  
Part Four: Request and Review Completed Spiritual Gift Inventories.

- \* If a Church Hired an Associate Pastor in the Middle of this Proposed Selection Strategy, What Would Be the Stewardship Assessment?
  
- \* Selection Factors and Levels (N/a, Low, Mid-range or High)
  - Overall Time Investment Level:
  - Overall Selection Cost Level:
  - Overall Selector Skill Level:
  - Candidate Information Level:
  - Candidate Viability Level:

- Probability of Error Level:
- Decision-risk Level:

**Phase Five: Implement Advanced Screening**

- Part One: Perform Referencing
- Part Two: Perform Ten Risk Management Selection Steps
- Part Three: Assess Applicant's Ministry Skills
- Part Four: Perform Preliminary In-person Interviewing

**Phase Six: Implement the "Candidacy Experience"**

**Phase Seven: Implement the Decision-making Stage and Extend the Candidate an Invite or Decline Answer.**

- Part One: Prepare a Decision Matrix
- Part Two: Utilize the Best People-decision Tool: Prayer

\* If a Church Hired an Associate Pastor at the End of this Proposed Selection Strategy, What Would Be the Stewardship Assessment?

- \* Selection Factors and Levels (N/a, Low, Mid-range or High)
  - Overall Time Investment Level:
  - Overall Selection Cost Level:
  - Overall Selector Skill Level:
  - Candidate Information Level:
  - Candidate Viability Level:
  - Probability of Error Level:
  - Decision-risk Level:



## Appendix E

### Associate Pastor Selection Strategy: Formative Evaluation

**Instructions:**

1. Unless instructed otherwise, choose only one response that most identifies your perspective.
2. All evaluative responses should be made in the context of associate pastoral selection.
3. References to the “strategy” refer to the specific associate pastor selection strategy you were presented with today.
4. Please no names.

**PART ONE: BACKGROUND INFORMATION**

<b>1.</b>	<b>Ministry Role</b>	
	1. Senior pastor	<input type="checkbox"/>
	2. Associate Pastor	<input type="checkbox"/>
	3. Ministry Director	<input type="checkbox"/>
	4. Spiritual Leader/Lay person	<input type="checkbox"/>
<b>2.</b>	<b>Senior pastoral experience</b>	
	1. 0-5 years	<input type="checkbox"/>
	2. 6-10 years	<input type="checkbox"/>
	3. 11-15 years	<input type="checkbox"/>
	4. 16-20 years	<input type="checkbox"/>
	5. 21 or more years	<input type="checkbox"/>
	6. N/A	<input type="checkbox"/>
<b>3.</b>	Number of associate pastoral hires you have been personally involved in with.	
	1. 1-5	<input type="checkbox"/>
	2. 6-10	<input type="checkbox"/>
	3. 11-15	<input type="checkbox"/>
	4. 16-20	<input type="checkbox"/>
	5. More than I can remember	<input type="checkbox"/>
<b>4.</b>	Is this the first time you have ever received any selection training.	
	1. Yes <input type="checkbox"/>	
	2. No <input type="checkbox"/>	

5.	Is this the first time you have ever received any associate pastoral selection training.		
1.	Yes	<input type="checkbox"/>	
2.	No	<input type="checkbox"/>	

## PART TWO: PRE-SELECTION PRINCIPLES AND PRACTICES

1.	How convinced has this strategy made you feel about the priority of a quality associate pastor selection process?		
1.	I remain unconvinced	<input type="checkbox"/>	
2.	I'm poorly convinced	<input type="checkbox"/>	
3.	I'm fairly convinced	<input type="checkbox"/>	
4.	I'm very convinced	<input type="checkbox"/>	
2.	What is your perspective on the amount of preparation this strategy requires?		
1.	I don't believe there needs to be any preparation.	<input type="checkbox"/>	
2.	It's overkill, less preparation should be proposed.	<input type="checkbox"/>	
3.	More preparation should be proposed.	<input type="checkbox"/>	
4.	It's just what's needed.	<input type="checkbox"/>	
3.	Identify your perspective on the strategy's emphasis on prayer.		
1.	I don't believe that any prayer is necessary.	<input type="checkbox"/>	
2.	Too much prayer is emphasized, it over-spiritualizes the process.	<input type="checkbox"/>	
3.	A greater prayer emphasis should be recommended.	<input type="checkbox"/>	
4.	It's just what's needed.	<input type="checkbox"/>	
4.	What is your response to the strategy's recommendation to form a selection team led by the senior pastor?		
1.	There's no need for a selection team, only the senior pastor should be involved in associate pastor selection.	<input type="checkbox"/>	
2.	The senior pastor should not be involved at all, the entire hiring process should be delegated to a selection team.	<input type="checkbox"/>	
3.	I'm fairly convinced with the strategy's proposal to form a selection team led by the senior pastor for the most effective selection process.	<input type="checkbox"/>	
4.	I'm very convinced with the strategy's proposal to form a selection team led by the senior pastor for the most effective selection process.	<input type="checkbox"/>	
5.	What is your response to the suggestion of compiling an information/selection packet for a candidate?		
1.	I disagree, I think it's overkill and it could intimidate a candidate.	<input type="checkbox"/>	
2.	I somewhat agree, it could probably help.	<input type="checkbox"/>	
3.	I agree, but I would put even more information in these packets.	<input type="checkbox"/>	
4.	I agree with the strategy, it makes for a highly effective process.	<input type="checkbox"/>	

6.	What is your response to the suggestion of compiling an information/selection packet for selection team members?	
1.	It's too much work, I don't think they would use it anyway.	<input type="checkbox"/>
2.	I'm fairly certain it would be helpful.	<input type="checkbox"/>
3.	I agree, but I would put even more information in these packets.	<input type="checkbox"/>
4.	I think it's a great way to inform and guide a selection team through the process and make quality decisions.	<input type="checkbox"/>

### PART THREE: SELECTION CRITERIA DEVELOPMENT

1.	Register your response to the importance of selection criteria development.	
1.	I really don't think it's important at all.	<input type="checkbox"/>
2.	I believe you should compare candidates against each other and choose the best.	<input type="checkbox"/>
3.	I'm somewhat convinced. . . . .	<input type="checkbox"/>
4.	I agree with the strategy's suggestion that selection criteria development is critical to selection and candidates should be compared against the criteria.	<input type="checkbox"/>
2.	What is your response to the suggested selection criteria categories (Christian life/leadership; Character; Call; Compatibility; Chemistry; Competency; Compensation)?	
1.	I disagree with these categories and would not use them.	<input type="checkbox"/>
2.	The standards are too high, no one could measure up to them.	<input type="checkbox"/>
3.	The standards are too low, no one could measure up to them.	<input type="checkbox"/>
4.	There's not enough categories, I could add more.	<input type="checkbox"/>
5.	Excellent choice of categories to assess associate pastors by.	<input type="checkbox"/>

### PART FOUR: THE SCREENING PROCESS AND INFORMATION RETRIEVAL

1.	What's your response to candidates completing applications in addition to their resumes?	
1.	I think it sends the wrong message, it's too intrusive, we could lose some good candidates.	<input type="checkbox"/>
2.	It's too much work, resumes give me enough information.	<input type="checkbox"/>
3.	I'm fairly convinced.	<input type="checkbox"/>
4.	I agree with the strategy's emphasis on requiring applications for hiring effectiveness and for risk management.	<input type="checkbox"/>

2.	Check your response to the idea of preliminary phone interviewing.	
1.	Won't use it, I hate talking on the phone.	<input type="checkbox"/>
2.	It's of little value, I'd rather wait for the in-person interview.	<input type="checkbox"/>
3.	The strategy should does not stress it enough.	<input type="checkbox"/>
4.	It's great selection method, the strategy emphasizes it appropriately, it screens out unqualified candidates with very little expenditure of time and money.	<input type="checkbox"/>
3.	How do you view the emphasis upon requesting work samples (DVD's of candidate performing ministry)?	
1.	Candidates with excellent videoing resources could slant the process in their favor I would not use it.	<input type="checkbox"/>
2.	It's fine, but I wouldn't require it.	<input type="checkbox"/>
3.	It should be emphasized more in the strategy.	<input type="checkbox"/>
4.	Great selection method, inexpensive form of screening competency skills.	<input type="checkbox"/>
4.	What's your response to personality profiling?	
1.	I believe it would be too intimidating for candidates I would never use it.	<input type="checkbox"/>
2.	I believe more in-depth personality profiling should be done than what the strategy suggests.	<input type="checkbox"/>
3.	I am somewhat convinced.	<input type="checkbox"/>
4.	Excellent tool for insight into a person's leadership and personality style.	<input type="checkbox"/>
5.	With 1, being the "most effective" and 8 being the "least effective" how would you rate these preliminary screening and information retrieval tools as to their selection effectiveness?	
1.	resume	1 2 3 4 5 6 7 8
2.	application	1 2 3 4 5 6 7 8
3.	phone interviewing	1 2 3 4 5 6 7 8
4.	work samples	1 2 3 4 5 6 7 8
5.	personal and biographical questionnaire	1 2 3 4 5 6 7 8
6.	personality profiling	1 2 3 4 5 6 7 8
7.	spiritual gifts inventory	1 2 3 4 5 6 7 8
8.	birth order analysis	1 2 3 4 5 6 7 8

6.	If you had to make an associate pastoral hiring decision using only <u>one</u> of these screening methods, which would you choose (mark only one)?	
1.	resume	<input type="checkbox"/>
2.	application	<input type="checkbox"/>
3.	phone interviewing	<input type="checkbox"/>
4.	work samples	<input type="checkbox"/>
5.	personal and biographical questionnaire	<input type="checkbox"/>
6.	personality profiling	<input type="checkbox"/>
7.	spiritual gifts inventory	<input type="checkbox"/>
8.	birth order analysis	<input type="checkbox"/>

**PART FIVE: INTERMEDIATE SCREENING AND BACKGROUND INVESTIGATION METHODS**

1.	Which response best reflects your perspective on the strategy's recommended use of referencing?	
1.	I disagree with it and would never use it.	<input type="checkbox"/>
2.	I'm feel too much emphasis was placed upon referencing as a screening method.	<input type="checkbox"/>
3.	Referencing is a great tool, but what senior pastor has the time for that?	<input type="checkbox"/>
4.	The strategy's emphasis and use of referencing is excellent, it's the best tool to verify selection criteria outside of the candidate's own claims.	<input type="checkbox"/>
2.	Since the strategy presents referencing in the context of the principle, "recent past behavior is the best predictor of future performance." How will you do selection in the future?	
1.	I disagree with the principle, I still think a candidate's vision is more important.	<input type="checkbox"/>
2.	My selection practices will remain unchanged.	<input type="checkbox"/>
3.	I agree with the principle, but will not perform referencing.	<input type="checkbox"/>
4.	I agree with the principle, I will give much more emphasis to quality referencing.	<input type="checkbox"/>
3.	With 1, being the "most effective" and 9 being the "least effective" how would you rate these screening and information retrieval tools as to their selection effectiveness?	
1.	resume	1 2 3 4 5 6 7 8 9
2.	application	1 2 3 4 5 6 7 8 9
3.	phone interviewing	1 2 3 4 5 6 7 8 9
4.	work samples	1 2 3 4 5 6 7 8 9
5.	personal and biographical questionnaire	1 2 3 4 5 6 7 8 9
6.	personality profiling	1 2 3 4 5 6 7 8 9
7.	spiritual gifts inventory	1 2 3 4 5 6 7 8 9
8.	birth order analysis	1 2 3 4 5 6 7 8 9
9.	referencing	1 2 3 4 5 6 7 8 9

4.	If you had to make an associate pastoral hiring decision using only <u>one</u> of these screening methods, which would you choose (mark only one)?	
1.	resume	<input type="checkbox"/>
2.	application	<input type="checkbox"/>
3.	phone interviewing	<input type="checkbox"/>
4.	work samples	<input type="checkbox"/>
5.	personal and biographical questionnaire	<input type="checkbox"/>
6.	personality profiling	<input type="checkbox"/>
7.	spiritual gifts inventory	<input type="checkbox"/>
8.	birth order analysis	<input type="checkbox"/>
9.	referencing	<input type="checkbox"/>

  

5.	What is your perspective on referencing coming early rather than later in the selection process?	
1.	I don't think it really matters when you perform referencing.	<input type="checkbox"/>
2.	I disagree with the strategy, referencing should come even earlier in the process.	<input type="checkbox"/>
3.	I disagree with the strategy, I would rather not perform any referencing until the very end of the hiring process.	<input type="checkbox"/>
4.	I agree with the strategy, I think it's a great time/cost effectiveness feature. I would rather know up front of any viability problems than later.	<input type="checkbox"/>

#### PART SIX: BACKGROUND CHECKS AND RELATED LEGAL ISSUES

1.	Select your perspective on background investigation as presented in the strategy.	
1.	I will never use any background investigation, it is not necessary.	<input type="checkbox"/>
2.	I think the strategy's emphasis on background investigation is overly paranoid.	<input type="checkbox"/>
3.	I believe that the background investigation presented will run off good candidates.	<input type="checkbox"/>
4.	I'm convinced that the background investigation presented in the strategy will protect our church and myself from negligent hiring.	<input type="checkbox"/>

2.	Which of these ten major risk management steps do you feel is the most important?	
1.	Completed Employment Applications	<input type="checkbox"/>
2.	Identity verification	<input type="checkbox"/>
3.	Educational and Credential Verification	<input type="checkbox"/>
4.	Employment History Check	<input type="checkbox"/>
5.	Motor Vehicle Records Check	<input type="checkbox"/>
6.	Credit History Check	<input type="checkbox"/>
7.	Criminal Records Check	<input type="checkbox"/>
8.	Contact all references	<input type="checkbox"/>
9.	Specialized interviewing for child molestation traits.	<input type="checkbox"/>
10.	Limit "Second Chances."	<input type="checkbox"/>
3.	Which of the items presented in background investigation and related legal issues was the most enlightening to you?	
1.	Completed Employment Applications	<input type="checkbox"/>
2.	Identity verification	<input type="checkbox"/>
3.	Educational and Credential Verification	<input type="checkbox"/>
4.	Employment History Check	<input type="checkbox"/>
5.	Motor Vehicle Records Check	<input type="checkbox"/>
6.	Credit History Check	<input type="checkbox"/>
7.	Criminal Records Check	<input type="checkbox"/>
8.	Contact all references	<input type="checkbox"/>
9.	Specialized interviewing for child molestation traits.	<input type="checkbox"/>
10.	Limit "Second Chances."	<input type="checkbox"/>
11.	The legal liability churches have with negligent hiring.	<input type="checkbox"/>
12.	The fact that the legal liability of clergy sexual misconduct can also pertain to adult victims.	<input type="checkbox"/>
13.	Churches can be sued for negligent hiring if an associate pastor injures someone with his/her car.	<input type="checkbox"/>
14.	The necessity for release statements from candidates before referencing or background investigation begins.	<input type="checkbox"/>
4.	What's your response to the placement of background investigation in the strategy?	
1.	I feel it comes too early, I would not want to perform background investigation until just before making a decision.	<input type="checkbox"/>
2.	I feel it comes too late, I would want to perform background investigation with applicants at the front end of the process.	<input type="checkbox"/>
3.	It's placement is perfect for both time, cost, and screening effectiveness.	<input type="checkbox"/>

5.	Which practice(s) will you begin to initiate that you are presently not performing?	
1.	Completed Employment Applications	<input type="checkbox"/>
2.	Identity verification	<input type="checkbox"/>
3.	Educational and Credential Verification	<input type="checkbox"/>
4.	Employment History Check	<input type="checkbox"/>
5.	Motor Vehicle Records Check	<input type="checkbox"/>
6.	Credit History Check	<input type="checkbox"/>
7.	Criminal Records Check	<input type="checkbox"/>
8.	Contact all references	<input type="checkbox"/>
9.	Specialized interviewing for child molestation traits.	<input type="checkbox"/>
10.	Limit "Second Chances."	<input type="checkbox"/>

#### PART SEVEN: FIRST IN-PERSON CONTACTS WITH THE CANDIDATE

1.	Check your response to observing a candidate's present ministry at their present church.	
1.	I don't think it's beneficial, I'd rather just view the candidate in a "try-out" service.	<input type="checkbox"/>
2.	It's an excellent method, but it's too costly in time and money.	<input type="checkbox"/>
3.	I think it is wrong to go to another church and view a candidate.	<input type="checkbox"/>
4.	It's a great method for assessing a candidate's ministry skills - I do it (or would do it).	<input type="checkbox"/>
2.	Your response to a one-day preliminary interview experience is:	
1.	I think it's too redundant with the week of candidacy, let's get it all done at once.	<input type="checkbox"/>
2.	I feel it is somewhat beneficial.	<input type="checkbox"/>
3.	It's a great idea. If the candidate is eliminated from further consideration you have saved your church the expense and time of a full candidacy week.	<input type="checkbox"/>

#### PART EIGHT: THE FORMAL CANDIDACY EXPERIENCE

1.	With 6 being the "most effective" and 1 being the "least effective" how would you rank the following candidacy elements?	
1.	The "try-out" service	<input type="checkbox"/>
2.	Fellowship experiences (candidate mixing with staff, leadership, congregation)	<input type="checkbox"/>
3.	Formal interviewing	<input type="checkbox"/>
4.	Question and answer settings with various groups.	<input type="checkbox"/>
5.	Recreational experiences (observing candidate's behavior)	<input type="checkbox"/>
6.	Subtle group interviewing in casual settings.	<input type="checkbox"/>



2.	Which of these items were a brand new idea for you?	
1.	The “try-out” service	<input type="checkbox"/>
2.	Fellowship experiences (candidate mixing with staff, leadership, congregation)	<input type="checkbox"/>
3.	Formal interviewing	<input type="checkbox"/>
4.	Question and answer settings with various groups.	<input type="checkbox"/>
5.	Recreational experiences (observing candidate’s behavior)	<input type="checkbox"/>
6.	Subtle group interviewing in casual settings.	<input type="checkbox"/>
3.	Of these interviewing principles and practices which were/was the most enlightening to you? (check as many as apply)	
1.	Interview questions should be behavior-based.	<input type="checkbox"/>
2.	Interviewing should allow for the candidate to pose questions.	<input type="checkbox"/>
3.	Interviews should be prepared and even scripted.	<input type="checkbox"/>
4.	Selection criteria should be the guide for interview questions.	<input type="checkbox"/>
5.	Using multiple interviewers and then comparing assessments.	<input type="checkbox"/>
6.	The TORC method (Threat of Reference Check)	<input type="checkbox"/>
7.	Using a secretary to keep notes	<input type="checkbox"/>
4.	Which <u>one</u> of these interviewing principles and practices is the most important for quality hiring?	
1.	Interview questions should be behavior-based.	<input type="checkbox"/>
2.	Interviewing should allow for the candidate to pose questions.	<input type="checkbox"/>
3.	Interviews should be prepared and even scripted.	<input type="checkbox"/>
4.	Selection criteria should be the guide for interview questions.	<input type="checkbox"/>
5.	Using multiple interviewers and then comparing assessments.	<input type="checkbox"/>
6.	The TORC method (Threat of Reference Check)	<input type="checkbox"/>
7.	Using a secretary to keep notes	<input type="checkbox"/>

PART NINE: THE DECISION-MAKING STAGE

1.	Of these people decision principles and practices which was the most enlightening to you?	
1.	The problem of giving more weight to bad information over good.	<input type="checkbox"/>
2.	Projection (seeing yourself in the candidate)	<input type="checkbox"/>
3.	Smooth-talkers lead to faulty people decisions.	<input type="checkbox"/>
4.	The “binary-trap” - having only one candidate through most of the process.	<input type="checkbox"/>
5.	Making people decisions slowly.	<input type="checkbox"/>
6.	No one is a perfect fit.	<input type="checkbox"/>
7.	Focus on a candidate’s strengths rather than their weaknesses.	<input type="checkbox"/>
8.	The use of a Decision Matrix	<input type="checkbox"/>
9.	The power of prayer.	<input type="checkbox"/>
10.	The guidance of the Holy Spirit.	<input type="checkbox"/>

2.	Which of these principles or practices do you feel is the most important for associate pastor selection?	
1.	The problem of giving more weight to bad information over good.	<input type="checkbox"/>
2.	Projection (seeing yourself in the candidate)	<input type="checkbox"/>
3.	Smooth-talkers lead to faulty people decisions.	<input type="checkbox"/>
4.	The “binary-trap” - having only one candidate through most of the process.	<input type="checkbox"/>
5.	Making people decisions slowly.	<input type="checkbox"/>
6.	No one is a perfect fit.	<input type="checkbox"/>
7.	Focus on a candidate’s strengths rather than their weaknesses.	<input type="checkbox"/>
8.	The use of a Decision Matrix	<input type="checkbox"/>
9.	The power of prayer and the guidance of the Spirit.	<input type="checkbox"/>

## PART TEN: STRATEGY OVERVIEW

I.	Overall Strategy Rating Section (With 0 = ineffective, 1 = poor, 2 = fair, 3 = good, 4 = excellent, please rate the following)					
1.	The overall effectiveness of the strategy presented for the selection of quality associate pastors.	0	1	2	3	4
2.	The sequential development of the strategy in respect to factors of: time; cost; personnel; skills; probability of error; decision-risk.	0	1	2	3	4
3.	In comparison to the associate pastor selection strategy you have used in the past, how would you rate this strategy?	0	1	2	3	4

## II. Overall Strategy Questions

1.	With 1 being the “most effective” and 15 being the “least effective” how would you rank the selection methods presented for quality associate pastor selection?															
1.	resume	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
2.	application	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
3.	phone interviewing	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
4.	work samples	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
5.	personal and biographical questionnaire	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
6.	personality profiling	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
7.	spiritual gifts inventory	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
8.	birth order analysis	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
9.	referencing	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
10.	background investigation	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
11.	interviewing	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
12.	“Try-Out” service	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
13.	question and answer settings	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
14.	subtle group interviewing	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
15.	recreational experiences	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15

2.	Which aspect of the Strategy was the most revealing (“eye-opener”) to you?	
1.	resume	<input type="checkbox"/>
2.	application	<input type="checkbox"/>
3.	phone interviewing	<input type="checkbox"/>
4.	work samples	<input type="checkbox"/>
5.	personal and biographical questionnaire	<input type="checkbox"/>
6.	personality profiling	<input type="checkbox"/>
7.	spiritual gifts inventory	<input type="checkbox"/>
8.	birth order analysis	<input type="checkbox"/>
9.	referencing	<input type="checkbox"/>
10.	background investigation	<input type="checkbox"/>
11.	interviewing	<input type="checkbox"/>
12.	“Try-Out” service	<input type="checkbox"/>
13.	question and answer settings	<input type="checkbox"/>
14.	subtle group interviewing	<input type="checkbox"/>
15.	recreational experiences	<input type="checkbox"/>
3.	Which of these methods will you now adopt for your own associate pastor selection strategy? (check as many as apply)	
1.	resume	<input type="checkbox"/>
2.	application	<input type="checkbox"/>
3.	phone interviewing	<input type="checkbox"/>
4.	work samples	<input type="checkbox"/>
5.	personal and biographical questionnaire	<input type="checkbox"/>
6.	personality profiling	<input type="checkbox"/>
7.	spiritual gifts inventory	<input type="checkbox"/>
8.	birth order analysis	<input type="checkbox"/>
9.	referencing	<input type="checkbox"/>
10.	background investigation	<input type="checkbox"/>
11.	interviewing	<input type="checkbox"/>
12.	“Try-Out” service	<input type="checkbox"/>
13.	question and answer settings	<input type="checkbox"/>
14.	subtle group interviewing	<input type="checkbox"/>
15.	recreational experiences	<input type="checkbox"/>
4.	Do you plan on adopting the Strategy for your own associate pastor selection?	
1.	Yes.	<input type="checkbox"/>
2.	I will adopt aspects of it that are usable in my situation, but not all of it.	<input type="checkbox"/>
3.	No, I will not be using any of it.	<input type="checkbox"/>
5.	Do you have any suggestions to make the Strategy more effective? Do you see any weaknesses?	
<hr/>		

## Appendix F

### Associate Pastor Selection: Survey Questionnaire Data Results

#### Pastoral Survey - Part One

##### I. Senior Pastor Background Information

###### Education

Earned post high school academic degrees (both secular & ministerial/theological training):

<b>Associate Degree</b>	.....	<b>2</b>
<b>Bachelor</b>	.....	<b>2</b>
<b>Master</b>	.....	<b>1</b>
<b>M-Div</b>	.....	<b>1</b>
<b>D-Min</b>	.....	<b>4</b>

###### Pastoral Experience (Each box represents one of the 12 pastors)

1. How many years have you been in full time senior pastoral ministry?

20	9	11	6	4	4	20	18	20	15	6	21
----	---	----	---	---	---	----	----	----	----	---	----

2. How many years have you been the senior pastor of the church you are currently leading?

20	9	4	6	4	4	20	18	14	12	6	21
----	---	---	---	---	---	----	----	----	----	---	----

##### II. Church Profile Information

###### A. Church attendance, income and budget information

Average attendance over the past five years:

650	200	300	175	75	600	500	140	495	550	175	700
-----	-----	-----	-----	----	-----	-----	-----	-----	-----	-----	-----

##### III. Profile and Policy Information Regarding Your Past and Present Associate Pastors

###### A. Associate pastor history profile

1. Indicate the total number of Associates you have led as a senior pastor.

16	8	4	5	5	8	25	8	8	8	3	21
----	---	---	---	---	---	----	---	---	---	---	----

2. Indicate the number of associates that have ever served under your leadership at any one time.

6	3	2	5	3	5	8	1	6	6	2	4
---	---	---	---	---	---	---	---	---	---	---	---

3. Indicate the number of associates that you currently lead:

5	2	1	4	2	4	6	1	5	4	0	4
---	---	---	---	---	---	---	---	---	---	---	---

#### B. Associate pastor tenure profile

Assign a number indicating how many associates during your pastorate have had the following types of tenure:

1.	Less than one month	2
2.	1-6 months	6
3.	6-12 months	10
4.	1-2 years	27
5.	2-3 years	16
6.	3-4 years	20
7.	4-5 years	7
8.	5-7 years	12
9.	7-10 years	8
10.	10-15 years	4
11.	15-20 years	1
12.	20 or more years	1

#### IV. Positive and Negative Experiences With Associate Pastors

##### A. Problematic issues that were undetected during selection

Assign a number indicating how many associates created problems due to issues that were undetected during the selection process. For instance, if only two associates throughout your entire senior pastoral ministry exhibited poor relations with the congregation, your response would appear like this: poor interpersonal skills 2

1.	Incompetency	9
2.	Incompatibility (incompatible with your leadership style, your church culture, etc.)	20
3.	Poor interpersonal skills	12
4.	Lacked integrity	16
5.	Immature/Carnal Christianity	10
6.	Compensation related issues	4
7.	Lacked a true pastoral calling	5
8.	Other issues not listed above, please describe:	

**B. Identify negative experiences with associates**

1. Assign a number indicating how many associates exhibited the following negative behaviors
  1. Major mismanagement with personal finances . . . . . 9
  2. Experienced severe marital difficulty . . . . . 12
  3. Experienced divorce . . . . . 4
  4. Committed sexual immorality . . . . . 13
  5. Committed conduct contrary to church standards of holiness . . . . . 4
  6. Disloyalty to the senior pastor . . . . . 21
  7. Other reasons not listed above, please describe:  
Called to missions  
spouse caused conflicts with members
2. Assign a number indicating how many associates produced these church problems due to their negative behavior.
  1. Conflict between the senior pastor and the rest of the church staff . . . . 5
  2. Conflict between the senior pastor and the Board . . . . . 2
  3. Conflict between the senior pastor and the lay leadership . . . . . 9
  4. Caused the congregation to begin questioning the senior pastor's leadership . . . . . 8
  5. Became the reason for people leaving the church . . . . . 15
  6. Caused a church split . . . . . 3
  7. Caused a church split and became the pastor of the faction that left . . . 0
  8. Other, please describe:  
- spouse caused conflicts with members

**C. Reasons for abbreviated ministry tenure**

From your perspective, indicate the reasons for abbreviated tenures and resignations of associates(s). Assign a number indicating how many associates exhibited these behaviors.

1. Sought or offered greater compensation . . . . . 5
2. Sought or offered a larger ministry opportunity . . . . . 10
3. Sought or offered a senior pastoral position . . . . . 10
4. Incompatibility with your location (i.e., weather) . . . . . 1
5. Incompatibility with your leadership . . . . . 9
6. Incompatibility with your personality . . . . . 3
7. Incompatibility with the congregation . . . . . 4
8. Unhappy spouse . . . . . 9
9. No longer felt called to vocational ministry . . . . . 2
10. Other reasons not listed above, please describe:
  - called to mission's
  - spouse caused conflict with members
  - sexual immorality

**D. Forced resignation or termination reasons**

Identify the reason for the forced resignations or terminations of associate pastors.

1. Incompetence . . . . . 5
2. Incompatibility (incompatible with your leadership style, your church culture, etc.) . . . . . 13
3. Poor interpersonal skills . . . . . 11

4.	Lacked integrity . . . . .	23
5.	Immature/carnal Christianity . . . . .	11
6.	Compensation related issues . . . . .	5
7.	Lacked a true pastoral calling . . . . .	4
8.	Severe marital difficulty . . . . .	12
9.	Divorce . . . . .	4
10.	Sexual immorality was committed . . . . .	13
11.	Disloyalty . . . . .	23
12.	Initiated congregational division . . . . .	1
13.	Other please describe	
	- spouse caused conflict with members	

## Pastoral Survey - Part 2

### Associate Pastor Selection Training Practices

#### I. Your Associate Pastor Selection Training Experiences

##### A. Profile your training in the selection of staff

In your formal ministerial education did you ever receive training for the assessment and selection of general church staff?

Yes	11	No	1
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##### B. Training especially suited for selecting associate pastors

In your formal ministerial education did you ever receive assessment training that was uniquely oriented for the assessment and selection of associate pastors?

Yes	1	No	11
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#### II. The Principles and Personnel Related to Your Selection Process

##### A. Guiding Principles for Associate Pastor Selection

Throughout your associate pastor selection process, which one of these items would you primarily focus upon?

A candidate's beliefs	3
A candidate's vision	1
A candidate's behavior	8

##### B. The Selection Personnel in Your Church

1. Does a selection committee assist you in the screening and decision-making process?

Yes	4	No	8
-----	---	----	---

2. If yes, who is on this committee (i.e., deacons, elders, present associates, etc)

- Elders/trustees
- Deacons
- Board of Directors
- Pastors
- Employees, other leadership

#### III. Assessing Candidates

In the evaluation of candidates in the past, what have you measured them against? Please choose each one that applies.

1. I evaluated them in respect to what I think would be the ideal associate for the position 10
2. I evaluated them in comparison to the other applicants/candidates and then chose the one I felt was the best 9
3. I evaluated them by the responses I received from others (i.e., Board, selection committee, congregation) 9
4. I evaluated them in respect to selection criteria that was developed in advance of the entire selection process 8



#### IV. **Methods for Obtaining Candidate Information and Assessment**

Please mark all statements that apply to your past use of candidate information retrieval methods or evaluation tools.

##### **A. Resumes**

1. I personally screen all the resumes that are submitted . . . . . 11
2. I am the only one who screens the resumes that are submitted . . . . . 3
3. All resumes are screened by a staff member first and only those with potential are submitted to me . . . . . 1
4. All resumes are screened by a selection committee and only those with potential are submitted to me . . . . . 0
5. Describe any other procedures you use for the screening of resumes not listed above:
  - my wife
  - Trustees/elders
  - Deacons
  - Deacon's wives
  - Other employees/leadership

##### **B. Applications**

1. We have never needed to use applications, resumes contain all the information that we require . . . . . 9
2. Any candidate applying for an associate pastoral position at my church must complete an application in addition to a resume, or they are not considered . . . 3
3. Our applications often request information usually not found on resumes, such as: the names of all senior pastors and key leadership the candidate has worked with; releases for background checks and drug testing; and desired compensation. . . . 3

##### **C. Background Checks**

1. Background checks are mandatory . . . . . 5
2. We perform criminal background checks . . . . . 5
3. We perform credit background checks . . . . . 3
4. We perform motor vehicle background checks . . . . . 2
5. We verify academic records . . . . . 2
6. We have never conducted background checks on candidates . . . . . 6

##### **D. Referencing**

1. I usually end up not contacting the references listed by a candidate . . . . . 0
2. I do not phone or personally interview references, it is my practice to have a reference fill out an evaluation form on a candidate . . . . . 0
3. I always make the effort to thoroughly interview (usually by phone) the references listed by a candidate . . . . . 7
4. I not only interview the references listed by the candidate, but any others that might be acquainted with their ministry . . . . . 4
5. If applicable, I always interview the former and present senior pastor(s) of the candidate for a reference . . . . . 5
6. I never contact references, but delegate the contacting of references to others (i.e. staff, selection committee, etc.) . . . . . 1
7. I only contact references after they have been screened by others and the

candidate is showing real potential ..... 1

**E. Interviewing**

1. I always personally conduct initial interviewing by phone before interviewing in person. .... 11
2. I have others do all phone interviews for me. .... 0
3. I have others do phone interviewing initially and then I follow up with my own phone interview. .... 1
4. All in-person interviewing is conducted by myself alone. .... 2
5. I always include my spouse when I am conducting in-person interviewing. .... 6
6. All in-person interviewing is conducted by others and not by myself. .... 2
7. All in-person interviewing is done both privately with myself and in at least one session with others questioning the candidate also. .... 6
8. I always make sure that candidates have more than one in-person interview ... 2
9. When I interview, I primarily focus my questions on the candidate's vision. ... 3
10. When I interview, I primarily focus on the candidate's calling and Christian character. .... 5
11. When I interview, I primarily focus my questions on the candidate's recent performance in comparison to their responsibilities. .... 3
12. The interviewing at our church strives to use the same questions for all candidates. .... 3

**F. Testing and Methods For Assessing Candidates**

1. I consistently use personality profile assessments. .... 3
2. I have professionals interpret the results fo the assessment measures we use on our candidates. ....
3. I have never used a personality profiling assessment system in the selection of an associate. .... 4
4. One form of testing that we use is the 'try-out' (i.e., a youth pastor candidate will preach to the youth). .... 4
5. I do not give much credence to personality profiling and would never consider using it for the selection of associates. .... 1
6. Though I have never used it in the past, I would be interested in trying personality profiling for associate selection. .... 6
7. Drug testing has been a part of our selection process for associates. .... 0
8. We use a spiritual gifts inventory to help determine candidate's abilities and interests. .... 1
9. I or a designate has traveled to the candidate's present church to view them functioning in leadership and ministry. .... 1
10. I have used internships to evaluate the potential of a candidate for an associate pastoral position. .... 6
11. We have requested a DVD from candidates showing them participating in ministry (i.e., preaching, worship leading, etc.,). .... 7

**G. Legal Considerations in the Selection Process**

1. Do you believe that you are well informed regarding the legal issues involved in the selection process?

Yes	3	No	9
-----	---	----	---

2. Do you have candidates sign release statements as a record of their permission to perform any background checks?

Yes 7	No 5
-------	------

3. True or False

Candidates should sign a release statement to protect every reference from legal liability.

True 12	False 0
---------	---------

Ideally, a release form should require an applicant's signature to be made before a notary public or witnessed by one or two other persons whose signatures appear on the form.

True 10	False 2
---------	---------

Churches are legally protected from negligent hiring due to the separation of church and state.

True 1	False 11
--------	----------

Background investigation and verification helps to protect a church from negligent hiring.

True 10	False 2
---------	---------

The laws regarding, "qualified privilege", vary statewide; therefore, before a church responds to a reference request they should contact an attorney.

True 7	False 5
--------	---------

Employers cannot be liable for defamation when the information shared in a reference is truth (facts based upon documentation of testimony).

True 2	False 10
--------	----------

Churches are within their legal rights to require a prospective associate pastor to take a polygraph test.

True 3	False 9
--------	---------

**VI. Principles and Practices Unique to the Associate Pastor Selection Process**

Please mark all statements that apply to your past use of principles and practices that would be unique to the selection of associate pastors.

**A. Associate Pastor Hiring is Unique because there is a Spiritual Dimension in the Selection of Spiritual Leadership.**

1. Prayer has always been a top priority for me in the selection of associates . . . . 10
2. I have made it a practice to fast and pray during the selection process of an associate . . . . . 5
3. It has been my practice to designate a prayer team to pray for wise associate selection . . . . . 3
4. We seek for the revelation gifts of the Spirit (wisdom, knowledge and discernment) to be operative during the selection process of associates. . . . . 4
5. Though I believe in the priority of prayer, my tract record in selecting associates reflects a dependency upon other selection methods. . . . . 2

**B. There is a Unique Communication Process to Effective Associate Pastor Selection.**

1. Do you prepare an information packet for those who assist you with interviewing and from whom you will want a consensus for decision-making? (i.e., deacons, elders, selection committee, etc.)

Yes	5	No	7
-----	---	----	---

2. If yes, check the items that would be included:

1. The various stages of your selection process . . . . . 3
2. Agenda for the final stage of the selection process (i.e., interviewing, Q&A's with special groups, preaching "try-outs", etc.) . . . . . 3
3. Church mission statement . . . . . 4
4. Church values statements . . . . . 4
5. Church vision statements . . . . . 4
6. The pastoral portfolio the candidate is applying for (purpose, responsibilities, etc.) . . . . . 5
7. Senior pastor's analysis and vision for the department/ministry the candidate is applying for . . . . . 1
8. The selection criteria for a particular associate pastoral position . . . . 4
9. Senior pastor's leadership personality profile. . . . . 2
10. Candidate's leadership personality profile. . . . . 1
11. Candidate's spouse's personality profile (if applicable) . . . . . 1
12. The candidate's resume . . . . . 5
13. Referencing results . . . . . 5
14. Background check results . . . . . 2
15. Candidate's present compensation and benefits . . . . . 2
16. Church pastoral compensation and benefits policy . . . . . 2
17. Sample associate pastor's covenant (i.e., agreeing to a 5 year commitment) . . . . . 1
18. Other, please describe . . . . .

**C. There is a Uniqueness to the Variety of Leadership/Personnel/Settings that can be Utilized for Associate pastoral Selection**

**1. Identify the church leadership/personnel that you have included in the selection of a youth pastor and seek consensus from before hiring.**

1.	Senior pastor . . . . .	8
2.	Deacons . . . . .	10
3.	Elders . . . . .	3
4.	Leadership from the youth ministry . . . . .	7
5.	Present pastoral team . . . . .	8
6.	A selection committee . . . . .	1
7.	Other, please describe:	
	- Trustees	
	- Wife & deacon's wives	
	- wife, employees, other leadership	
	- Emerging leaders among youth group	

**2. Identify other groups that you have received input from on youth pastor candidates in the final state of the selection process.**

1.	All youth from the youth ministry . . . . .	4
2.	Parents of youth . . . . .	7
3.	Congregation . . . . .	5
4.	Other, please describe:	
	- Deacon board	
	- Wife, deacon's wives	
	- Trustees	

**3. Identify the settings that you have organized in the final stage of the selection process for the purpose of gathering feedback and forming consensus.**

1.	Youth leadership team Q&A with the candidate . . . . .	6
2.	Youth ministry Q&A with the candidate . . . . .	6
3.	Parents of youth Q&A with the candidate . . . . .	4
4.	Youth social activity with the candidate invited . . . . .	6
5.	Pastoral social activity with the candidate . . . . .	9
6.	Other, please describe:	
	- Trustees	
	- Emerging leaders in youth group	
	- Wife, employees, other leadership	
	- Board	
	- Wife, deacon's wives	

**D. Associate Pastor Selection is Unique Because Focus is Usually Given to the Spouse as Well in the Selection Process.**

Identify how you have included a candidate's spouse in the selection process.

1.	Spouse is included in some of the interviewing . . . . .	8
2.	Spouse is included in all of the interviewing . . . . .	7
3.	Spouse's personality and attitudes are evaluated . . . . .	8
4.	Spouse is invited to receive a personality profile test . . . . .	2
5.	Spouse is invited to interact with the Q&A groups . . . . .	10
6.	Other, please describe:	

- Trustees
- Emerging leaders in youth group
- Wife, employees, other leadership
- Wife, deacon's wives
- Deacon board

**E. Associate Pastor Selection is Unique Because Churches Will Often have Candidates Minister in a "Try-Out" Experience**

1. Identify the types of "try-out" experiences that you have conducted in the past.
  1. A youth pastor candidate preaches in a youth service . . . . . 8
  2. A youth pastor candidate preaches in the main worship service . . . . . 8
  3. A worship pastor candidate leads praise and worship in the main service (s) . . . . . 4
  4. A children's pastor candidate leads a children's church service . . . . . 8
  5. Other, please describe:
    - Emerging leaders in youth group
    - Deacon board
    - Wife, employees, other leadership
    - Trustees
2. Identify each purpose that would apply for your "try-out" experiences.
  1. To test the competency of the candidate . . . . . 9
  2. To evaluate the spirituality of the candidate . . . . . 8
  3. To assess the charisma of the candidate . . . . . 9
  4. To assess the interpersonal skills of the candidate . . . . . 10
  5. To make the congregation feel a part of the selection process . . . . . 6
  6. To see the response of people to the candidate's ministry . . . . . 9
  7. Other, please describe:
    - Wife, employees, other leadership
    - Wife & deacon's wives
    - Emerging leaders in youth group
    - Trustees, Deacon board

**VII. The Decision-Making Stage For Associate Pastors**

**A. The Personnel Involved in the Final Decision to Select a Particular Candidate as a New Associate Pastor.**

Identify only one answer that best reflects your church's past selections.

1. Senior pastor and majority of deacons . . . . . 3
2. Senior pastor and majority of elders and deacons . . . . . 1
3. Senior pastor and majority of elders, deacons and selection committee . . . . . 2
4. Congregational vote . . . . . 0
5. Senior pastor and current pastoral team . . . . . 1
6. Senior pastor only . . . . . 5
7. Other, please describe:
  - Wife, employees, other leadership
  - Trustees
  - Wife, deacon's wives
  - Emerging leaders in youth group
  - Deacon board

**B. Your Decision-Making Practices**

Mark the items that best reflect how you made final decisions in the past regarding a candidate.

- 1. You have used a scoring system, a decision-making matrix to aid in final selections objectively. . . . . 0
- 2. You have two or more candidates at the final decision-making stage, and as you compare them to each other, you choose the best among them. . . . . 4
- 3. You have one candidate at the final decision-making stage and your decision is based upon your established selection criteria. . . . . 9

## Pastoral Survey Part 3

### Final Considerations on Associate Pastoral Selection

#### I. The Most Important Principles and Practices

##### A. What Would You Consider to be the Most Important Method That You Have Used to Retrieve Information on a Candidate?

Choose only one.

- |    |  |   |
|----|--|---|
| 1. | Resumes .....                          | 0 |
| 2. | Applications .....                     | 1 |
| 3. | References .....                       | 4 |
| 4. | Interviews .....                       | 6 |
| 5. | Personality profiles .....             | 0 |
| 6. | DVD of them involved in ministry ..... | 1 |
| 7. | Background checks .....                | 0 |
| 8. | Other, please describe:                |   |

##### B. If You Had to Depend on Only One Method (Besides Prayer) for Decision-Making on a Candidate to be Your New Associate Pastor, What Would It Be?

Choose only one

- |     |  |   |
|-----|--|---|
| 1.  | A sharp resume .....   | 0 |
| 2.  | The fact that this candidate is the most qualified in comparison to all the other candidates ..... | 0 |
| 3.  | Great references .....   | 2 |
| 4.  | Successful interviewing with senior pastor alone .....   | 2 |
| 5.  | Successful interviewing with senior pastor and selection team .....                                | 7 |
| 6.  | The fact that this candidate scores the best in matching your established selection criteria ..... | 0 |
| 7.  | Personality profiling .....  | 0 |
| 8.  | Successful evaluation after observing them in ministry at their present church ..                  | 0 |
| 9.  | Successful "try-out" experience .....  | 1 |
| 10. | Vote by board of deacons .....   | 0 |
| 11. | Congregational vote .....  | 0 |
| 12. | Other, please describe:  |   |

##### C. What Do You Believe is the Number One Reason Why Senior Pastors Often Fail in Leading the Selection Process for Associate Pastors? Choose only one answer

- |    |   |   |
|----|---|---|
| 1. | Impatience, they feel the pressure to fill a vacancy .....  | 3 |
| 2. | The "rebound romance" syndrome, they hire to heal the rejection caused by the prior associate's resignation ..... | 0 |
| 3. | Their evaluation is based primarily on the appearance of a candidate (and spouse) .....                           | 1 |
| 4. | Their evaluation is based primarily on the competence, skills and gifts of a candidate (and spouse) .....         | 5 |
| 5. | Their evaluation is based primarily on the candidate's charisma (and spouse) ..                                   | 0 |
| 6. | Biblical principles are ignored (i.e., prayer, dependency on the Spirit's guidance, etc.) .....                   | 1 |
| 7. | Inadequate interviewing of references .....   | 1 |
| 8. | Poor interviewing techniques .....  | 0 |



9.	Interviewing alone and not utilizing other interviewers . . . . .	0
10.	Conducting the selection process alone without a selection committee . . . . .	0
11.	Neglecting the use of personality profiling . . . . .	0
12.	They fail to utilize a selection criteria for evaluation and decision-making . . . . .	0
13.	They make the final decision alone without the consensus of others . . . . .	0
14.	They ignore the use of background checks . . . . .	0
15.	They base their decision upon the candidate's performance at the "try-out" experience . . . . .	1
16.	Other, please describe: . . . . .	

## II. The Need for Associate Pastor Selection Training

### A. How Would You Rate the Training of Most Senior Pastors in Leading an Effective Selection Process for the Hiring of Quality Associate Pastors?

1.	Excellent . . . . .	0
2.	Good . . . . .	0
3.	Fair . . . . .	5
4.	Poor . . . . .	7

### B. How Would You Rate The Ability of Most Senior Pastors in Leading an Effective Selection Process for the Hiring of Quality Associate Pastors?

1.	Excellent . . . . .	0
2.	Good . . . . .	4
3.	Fair . . . . .	7
4.	Poor . . . . .	1

### C. Do You Believe That You Have Hired an Associate Pastor in the Past Because You Did Not Use a Quality Selection Process?

Yes	11	No	1
-----	----	----	---

### D. Do You Believe That Training in the Selection Process For Associate Pastors Would be Valuable to You and Your Ministry?

Yes	11	No	1
-----	----	----	---

### E. Would a Written Strategy (Based Upon Biblical Principles, But Inclusive of Quality Church Administrative and Secular Methods) Uniquely Oriented for the Effective Selection of Quality Associate Pastors be Valuable to You and Your Ministry?

Yes	11	No	1
-----	----	----	---

## Appendix G

### Associate Pastor Selection Strategy: Formative Evaluation Data Results

#### Part One: Background Information

<b>1.</b>	<b>Total Number of Respondents .....</b>	<b>23</b>
<b>2.</b>	<b>Senior pastoral experience</b>	
1.	0-5 years .....	5
2.	6-10 years .....	5
3.	11-15 years .....	3
4.	16-20 years .....	5
5.	21 or more years .....	5
<b>3.</b>	<b>Number of associate pastoral hires you have been personally involved in with.</b>	
1.	1-5 .....	13
2.	6-10 .....	7
3.	11-15 .....	2
4.	16-20 .....	1
<b>4.</b>	<b>Is this the first time you have ever received any selection training.</b>	
1.	Yes .....	18
2.	No .....	5
<b>5.</b>	<b>Is this the first time you have ever received any associate pastoral selection training.</b>	
1.	Yes .....	22
2.	No .....	1

#### Part Two: Pre-selection Principles and Practices

<b>1.</b>	<b>How convinced has this strategy made you feel about the priority of a quality associate pastor selection process?</b>	
1.	I remain unconvinced .....	1
2.	I'm poorly convinced .....	0
3.	I'm fairly convinced .....	0
4.	I'm very convinced .....	22

2. **What is your perspective on the amount of preparation this strategy requires?**
  1. I don't believe there needs to be any preparation. . . . . 0
  2. It's overkill, less preparation should be proposed. . . . . 0
  3. More preparation should be proposed. . . . . 1
  4. It's just what's needed. . . . . 22
3. **Identify your perspective on the strategy's emphasis on prayer.**
  1. I don't believe that any prayer is necessary. . . . . 0
  2. Too much prayer is emphasized, it over-spiritualizes the process. . . . . 0
  3. A greater prayer emphasis should be recommended. . . . . 6
  4. It's just what's needed. . . . . 17
4. **What is your response to the strategy's recommendation to form a selection team led by the senior pastor?**
  1. There's no need for a selection team, only the senior pastor should be involved in associate pastor selection. . . . . 0
  2. The senior pastor should not be involved at all, the entire hiring process should be delegated to a selection team. . . . .
  3. I'm fairly convinced with the strategy's proposal to form a selection team led by the senior pastor for the most effective selection process. . . 1
  4. I'm very convinced with the strategy's proposal to form a selection team led by the senior pastor for the most effective selection process. . 22
5. **What is your response to the suggestion of compiling an information/selection packet for a candidate?**
  1. I disagree, I think it's overkill and it could intimidate a candidate. . . . . 0
  2. I somewhat agree, it could probably help. . . . . 2
  3. I agree, but I would put even more information in these packets. . . . . 0
  4. I agree with the strategy, it makes for a highly effective process. . . . . 22
6. **What is your response to the suggestion of compiling an information/selection packet for selection team members?**
  1. It's too much work, I don't think they would use it anyway. . . . . 0
  2. I'm fairly certain it would be helpful. . . . . 4
  3. I agree, but I would put even more information in these packets. . . . . 1
  4. I think it's a great way to inform and guide a selection team through the process and make quality decisions. . . . . 18

### **Part Three: Selection Criteria Development**

#### **1. Register your response to the importance of selection criteria development.**

1. I really don't think it's important at all. . . . . 0
2. I believe you should compare candidates against each other and choose the best. . . . . 0
3. I'm somewhat convinced . . . . . 0
4. I agree with the strategy's suggestion that selection criteria development is critical to selection and candidates should be compared against the criteria. . . . . 23

#### **2. What is your response to the suggested selection criteria categories (Christian life/leadership; Character; Call; Compatibility; Chemistry; Competency; Compensation)?**

1. I disagree with these categories and would not use them. . . . . 0
2. The standards are too high, no one could measure up to them. . . . . 0
3. The standards are too low, no one could measure up to them. . . . . 0
4. There's not enough categories, I could add more. . . . . 0
5. Excellent choice of categories to assess associate pastors by. . . . . 23

### **Part Four: The Screening Process and Information Retrieval**

#### **1. What's your response to candidates completing applications in addition to their resumes?**

1. I think it sends the wrong message, it's too intrusive, we could lose some good candidates. . . . . 0
2. It's too much work, resumes give me enough information. . . . . 0
3. I'm fairly convinced. . . . . 0
4. I agree with the strategy's emphasis on requiring applications for hiring effectiveness and for risk management. . . . . 23

#### **2. Check your response to the idea of preliminary phone interviewing.**

1. Won't use it, I hate talking on the phone. . . . . 0
2. It's of little value, I'd rather wait for the in-person interview. . . . . 0
3. The strategy should does not stress it enough. . . . . 0
4. It's great selection method, the strategy emphasizes it appropriately, it screens out unqualified candidates with very little expenditure of time and money. . . . . 23

3. **How do you view the emphasis upon requesting work samples (DVD's of candidate performing ministry)?**
1. Candidates with excellent videoing resources could slant the process in their favor I would not use it. . . . . 1
  2. It's fine, but I wouldn't require it. . . . . 2
  3. It should be emphasized more in the strategy. . . . . 0
  4. Great selection method, inexpensive form of screening competency skills. . . . . 20
4. **What's your response to personality profiling?**
1. I believe it would be too intimidating for candidates I would never use it. 0
  2. I believe more in-depth personality profiling should be done than what the strategy suggests. . . . . 0
  3. I am somewhat convinced. . . . . 1
  4. Excellent tool for insight into a person's leadership and personality style. 22
5. **With 1, being the "most effective" and 8 being the "least effective" how would you rate these preliminary screening and information retrieval tools as to their selection effectiveness?** (Numbers in parentheses reflect the number of people who chose that particular rating.)
- |    |   |       |       |       |       |       |       |       |       |
|----|---|-------|-------|-------|-------|-------|-------|-------|-------|
| 1. | resume                                  | 1=(5) | 2=(2) | 3=(3) | 4=(4) | 5=(5) | 6=(3) | 7=(1) | 8=(1) |
| 2. | application                             | 1=(5) | 2=(6) | 3=(4) | 4=(1) | 5=(2) | 6=(3) | 7=(1) | 8=(1) |
| 3. | phone interviewing                      | 1=(7) | 2=(6) | 3=(4) | 4=(4) | 5=(2) | 6=(0) | 7=(0) | 8=(0) |
| 4. | work samples                            | 1=(4) | 2=(5) | 3=(4) | 4=(3) | 5=(2) | 6=(3) | 7=(2) | 8=(0) |
| 5. | personal and biographical questionnaire | 1=(4) | 2=(5) | 3=(6) | 4=(4) | 5=(2) | 6=(2) | 7=(0) | 8=(0) |
| 6. | personality profiling                   | 1=(2) | 2=(4) | 3=(2) | 4=(3) | 5=(5) | 6=(2) | 7=(5) | 8=(0) |
| 7. | spiritual gifts inventory               | 1=(1) | 2=(3) | 3=(2) | 4=(4) | 5=(3) | 6=(4) | 7=(6) | 8=(0) |

- |    |                      |       |       |       |        |
|----|----------------------|-------|-------|-------|--------|
| 8. | birth order analysis | 1=(0) | 2=(0) | 3=(1) | 4=(2)  |
|    |                      | 5=(2) | 6=(1) | 7=(3) | 8=(14) |

**6. If you had to make an associate pastoral hiring decision using only one of these screening methods, which would you choose (mark only one)?**

- |    |   |    |
|----|---|----|
| 1. | resume .....                                  | 1  |
| 2. | application .....                             | 3  |
| 3. | phone interviewing .....                      | 10 |
| 4. | work samples .....                            | 6  |
| 5. | personal and biographical questionnaire ..... | 3  |
| 6. | personality profiling .....                   | 0  |
| 7. | spiritual gifts inventory .....               | 0  |
| 8. | birth order analysis .....                    | 0  |

**Part Five: Intermediate Screening and Background Investigation Methods**

**1. Which response best reflects your perspective on the strategy's recommended use of referencing?**

- |    |  |    |
|----|--|----|
| 1. | I disagree with it and would never use it. ....  | 0  |
| 2. | I'm feel too much emphasis was placed upon referencing as a screening method. ....   | 2  |
| 3. | Referencing is a great tool, but what senior pastor has the time for that? .   | 1  |
| 4. | The strategy's emphasis and use of referencing is excellent, it's the best tool to verify selection criteria outside of the candidate's own claims. .... | 20 |

**2. Since the strategy presents referencing in the context of the principle, "recent past behavior is the best predictor of future performance." How will you do selection in the future?**

- |    |   |    |
|----|---|----|
| 1. | I disagree with the principle, I still think a candidate's vision is more important. .... | 0  |
| 2. | My selection practices will remain unchanged. ....  | 0  |
| 3. | I agree with the principle, but will not perform referencing. ....                        | 0  |
| 4. | I agree with the principle, I will give much more emphasis to quality referencing. ....   | 23 |

**3. With 1, being the “most effective” and 9 being the “least effective” how would you rate these screening and information retrieval tools as to their selection effectiveness?**

1.	resume	1=(2)	2=(0)	3=(3)	4=(3)
		5=(4)	6=(2)	7=(3)	8=(2)
					9=(2)
2.	application	1=(0)	2=(7)	3=(8)	4=(1)
		5=(1)	6=(3)	7=(2)	8=(1)
					9=(0)
3.	phone interviewing	1=(4)	2=(8)	3=(7)	4=(3)
		5=(1)	6=(0)	7=(0)	8=(0)
					9=(0)
4.	work samples	1=(0)	2=(5)	3=(4)	4=(3)
		5=(5)	6=(1)	7=(3)	8=(2)
					9=(0)
5.	personal and biographical questionnaire	1=(3)	2=(1)	3=(2)	4=(8)
		5=(4)	6=(3)	7=(2)	8=(0)
					9=(0)
6.	personality profiling	1=(0)	2=(2)	3=(3)	4=(1)
		5=(3)	6=(10)	7=(4)	8=(0)
					9=(0)
7.	spiritual gifts inventory	1=(0)	2=(2)	3=(1)	4=(3)
		5=(2)	6=(2)	7=(8)	8=(5)
					9=(0)
8.	birth order analysis	1=(0)	2=(0)	3=(0)	4=(0)
		5=(4)	6=(1)	7=(0)	8=(5)
					9=(13)
9.	referencing	1=(14)	2=(3)	3=(2)	4=(1)
		5=(1)	6=(1)	7=(0)	8=(0)
					9=(1)

**4. If you had to make an associate pastoral hiring decision using only one of these screening methods, which would you choose (mark only one)?**

1. resume ..... 0

2.	application .....	0
3.	phone interviewing .....	4
4.	work samples .....	1
5.	personal and biographical questionnaire .....	3
6.	personality profiling .....	0
7.	spiritual gifts inventory .....	0
8.	birth order analysis .....	0
9.	referencing .....	15

**5. What is your perspective on referencing coming early rather than later in the selection process?**

1.	I don't think it really matters when you perform referencing. ....	1
2.	I disagree with the strategy, referencing should come even earlier in the process. ....	1
3.	I disagree with the strategy, I would rather not perform any referencing until the very end of the hiring process. ....	0
4.	I agree with the strategy, I think it's a great time/cost effectiveness feature. I would rather know up front of any viability problems than later. ....	21

**Part Six: Background Checks and Related Legal Issues**

**1. Select your perspective on background investigation as presented in the strategy.**

1.	I will never use any background investigation, it is not necessary. ....	0
2.	I think the strategy's emphasis on background investigation is overly paranoid. ....	1
3.	I believe that the background investigation presented will run off good candidates. ....	1
4.	I'm convinced that the background investigation presented in the strategy will protect our church and myself from negligent hiring. ....	21

**2. Which of these ten major risk management steps do you feel is the most important?**

1.	Completed Employment Applications .....	0
2.	Identity verification .....	0
3.	Educational and Credential Verification .....	0
4.	Employment History Check .....	0
5.	Motor Vehicle Records Check .....	0
6.	Credit History Check .....	0
7.	Criminal Records Check .....	4



8.	Contact all references .....	15
9.	Specialized interviewing for child molestation traits. ....	3
10.	Limit "Second Chances." .....	1
<b>3.</b>	<b>Which of the items presented in background investigation and related legal issues was the most enlightening to you?</b>	
1.	Completed Employment Applications .....	0
2.	Identity verification .....	1
3.	Educational and Credential Verification .....	0
4.	Employment History Check .....	0
5.	Motor Vehicle Records Check .....	0
6.	Credit History Check .....	0
7.	Criminal Records Check .....	0
8.	Contact all references .....	3
9.	Specialized interviewing for child molestation traits. ....	1
10.	Limit "Second Chances." .....	2
11.	The legal liability churches have with negligent hiring. ....	6
12.	The fact that the legal liability of clergy sexual misconduct can also pertain to adult victims. ....	0
13.	Churches can be sued for negligent hiring if an associate pastor injures someone with his/her car. ....	3
14.	The necessity for release statements from candidates before referencing or background investigation begins. ....	7
<b>4.</b>	<b>What's your response to the placement of background investigation in the strategy?</b>	
1.	I feel it comes too early, I would not want to perform background investigation until just before making a decision. ....	0
2.	I feel it comes too late, I would want to perform background investigation with applicants at the front end of the process .....	1
3.	It's placement is perfect for both time, cost, and screening effectiveness. ....	22
<b>5.</b>	<b>Which practice(s) will you begin to initiate that you are presently not performing?</b>	
1.	Completed Employment Applications .....	2
2.	Identity verification .....	3
3.	Educational and Credential Verification .....	3
4.	Employment History Check .....	1
5.	Motor Vehicle Records Check .....	6
6.	Credit History Check .....	5
7.	Criminal Records Check .....	1

8.	Contact all references . . . . .	4
9.	Specialized interviewing for child molestation traits. . . . .	5
10.	Limit “Second Chances.” . . . . .	4

## **Part Seven: First In-Person Contacts with the Candidate**

### **1. Check your response to observing a candidate’s present ministry at their present church.**

1.	I don’t think it’s beneficial, I’d rather just view the candidate in a “try-out” service. . . . .	0
2.	It’s an excellent method, but it’s too costly in time and money. . . . .	2
3.	I think it is wrong to go to another church and view a candidate. . . . .	0
4.	It’s a great method for assessing a candidate’s ministry skills - I do it (or would do it) . . . . .	21

### **2. Your response to a one-day preliminary interview experience is:**

1.	I think it’s too redundant with the week of candidacy, let’s get it all done at once. . . . .	0
2.	I feel it is somewhat beneficial. . . . .	2
3.	It’s a great idea. If the candidate is eliminated from further consideration you have saved your church the expense and time of a full candidacy week. . . . .	21

## **Part Eight: The Formal Candidacy Experience**

### **1. With 6 being the “most effective” and 1 being the “least effective” how would you rank the following candidacy elements?**

1. The “try-out” service  
1=(3) 2=(3) 3=(2) 4=(3) 5=(5) 6=(7)
2. Fellowship experiences (candidate mixing with staff, leadership, congregation)  
1=(1) 2=(4) 3=(3) 4=(7) 5=(4) 6=(4)
3. Formal interviewing  
1=(4) 2=(3) 3=(5) 4=(3) 5=(4) 6=(4)
4. Question and answer settings with various groups.

1=(2) 2=(2) 3=(4) 4=(5) 5=(6) 6=(4)

5. Recreational experiences (observing candidate's behavior)

1=(5) 2=(5) 3=(3) 4=(2) 5=(5) 6=(3)

6. Subtle group interviewing in casual settings.

1=(7) 2=(4) 3=(4) 4=(3) 5=(3) 6=(2)

**2. Which of these items were a brand new idea for you?**

- |    |  |   |
|----|--|---|
| 1. | The "try-out" service .....  | 2 |
| 2. | Fellowship experiences (candidate mixing with staff, leadership, congregation) ..... | 3 |
| 3. | Formal interviewing .....  | 0 |
| 4. | Question and answer settings with various groups. ....                               | 2 |
| 5. | Recreational experiences (observing candidate's behavior) .....                      | 5 |
| 6. | Subtle group interviewing in casual settings. ....                                   | 4 |

**3. Of these interviewing principles and practices which were/was the most enlightening to you? (check as many as apply)**

- |    |  |   |
|----|--|---|
| 1. | Interview questions should be behavior-based. ....                   | 4 |
| 2. | Interviewing should allow for the candidate to pose questions. ....  | 2 |
| 3. | Interviews should be prepared and even scripted. ....                | 1 |
| 4. | Selection criteria should be the guide for interview questions. .... | 9 |
| 5. | Using multiple interviewers and then comparing assessments. ....     | 4 |
| 6. | The TORC method (Threat of Reference Check) .....                    | 6 |
| 7. | Using a secretary to keep notes .....                                | 4 |

**4. Which one of these interviewing principles and practices is the most important for quality hiring?**

- |    |  |    |
|----|--|----|
| 1. | Interview questions should be behavior-based. ....                   | 2  |
| 2. | Interviewing should allow for the candidate to pose questions. ....  | 1  |
| 3. | Interviews should be prepared and even scripted. ....                | 2  |
| 4. | Selection criteria should be the guide for interview questions. .... | 11 |
| 5. | Using multiple interviewers and then comparing assessments. ....     | 4  |
| 6. | The TORC method (Threat of Reference Check) .....                    | 3  |
| 7. | Using a secretary to keep notes .....                                | 0  |

## Part Nine: The Decision-Making Stage

### 1. Of these people decision principles and practices which was the most enlightening to you?

- |     |  |   |
|-----|--|---|
| 1.  | The problem of giving more weight to bad information over good. . . . .    | 8 |
| 2.  | Projection (seeing yourself in the candidate) . . . . .                    | 2 |
| 3.  | Smooth-talkers lead to faulty people decisions. . . . .                    | 2 |
| 4.  | The “binary-trap” - having only one candidate through most of the process. | 6 |
| 5.  | Making people decisions slowly. . . . .                                    | 1 |
| 6.  | No one is a perfect fit. . . . .   | 2 |
| 7.  | Focus on a candidate’s strengths rather than their weaknesses. . . . .     | 1 |
| 8.  | The use of a Decision Matrix . . . . .                                     | 1 |
| 9.  | The power of prayer. . . . .   | 0 |
| 10. | The guidance of the Holy Spirit. . . . .                                   | 0 |

### 2. Which of these principles or practices do you feel is the most important for associate pastor selection?

- |    |  |    |
|----|--|----|
| 1. | The problem of giving more weight to bad information over good. . . . .    | 0  |
| 2. | Projection (seeing yourself in the candidate) . . . . .                    | 0  |
| 3. | Smooth-talkers lead to faulty people decisions. . . . .                    | 3  |
| 4. | The “binary-trap” - having only one candidate through most of the process. | 2  |
| 5. | Making people decisions slowly. . . . .                                    | 2  |
| 6. | No one is a perfect fit. . . . .   | 2  |
| 7. | Focus on a candidate’s strengths rather than their weaknesses. . . . .     | 2  |
| 8. | The use of a Decision Matrix . . . . .                                     | 1  |
| 9. | The power of prayer and the guidance of the Spirit. . . . .                | 11 |

## Part Ten: Strategy Overview

### I. Overall Strategy Rating Section

(With 0 = ineffective, 1 = poor, 2 = fair, 3 = good, 4 = excellent, please rate the following)

1. The overall effectiveness of the strategy presented for the selection of quality associate pastors.

0=(0) 1=(0) 2=(0) 3=(2) 4=(21)

2. The sequential development of the strategy in respect to factors of: time; cost; personnel; skills; probability of error; decision-risk.

0=(0) 01=(0) 2=(0) 3=(1) 4=(22)

3. In comparison to the associate pastor selection strategy you have used in the past, how would you rate this strategy?

0=(0) 1=(0) 2=(0) 3=(1) 4=(22)

## II. Overall Strategy Questions

1. With 1 being the “most effective” and 15 being the “least effective” how would you rank the selection methods presented for quality associate pastor selection?

1. resume

1=(0) 2=(0) 3=(0) 4=(0) 5=(0) 6=(4) 7=(1) 8=(2)  
9=(1) 10=(0) 11=(1) 12=(2) 13=(9) 14=(1) 15=(2)

2. application

1=(0) 2=(1) 3=(4) 4=(1) 5=(1) 6=(7) 7=(3) 8=(1)  
9=(1) 10=(0) 11=(0) 12=(3) 13=(0) 14=(0) 15=(1)

3. phone interviewing

1=(4) 2=(2) 3=(3) 4=(2) 5=(1) 6=(1) 7=(3) 8=(3)  
9=(1) 10=(0) 11=(0) 12=(3) 13=(0) 14=(0) 15=(0)

4. work samples

1=(0) 2=(0) 3=(0) 4=(5) 5=(1) 6=(0) 7=(1) 8=(7)  
9=(2) 10=(2) 11=(2) 12=(2) 13=(0) 14=(0) 15=(1)

5. personal and biographical questionnaire

1=(1) 2=(1) 3=(2) 4=(1) 5=(7) 6=(2) 7=(1) 8=(4)  
9=(1) 10=(1) 11=(0) 12=(1) 13=(1) 14=(0) 15=(0)

6. personality profiling

1=(0) 2=(1) 3=(2) 4=(1) 5=(3) 6=(0) 7=(1) 8=(1)  
9=(1) 10=(2) 11=(3) 12=(0) 13=(1) 14=(2) 15=(0)

7. spiritual gifts inventory

1=(0) 2=(0) 3=(0) 4=(0) 5=(1) 6=(3) 7=(1) 8=(1)

9=(0) 10=(2) 11=(3) 12=(7) 13=(2) 14=(2) 15=(1)

8. birth order analysis

1=(0) 2=(2) 3=(0) 4=(0) 5=(0) 6=(0) 7=(0) 8=(1)  
9=(1) 10=(1) 11=(1) 12=(2) 13=(2) 14=(3) 15=(10)

9. referencing

1=(10) 2=(1) 3=(2) 4=(1) 5=(2) 6=(2) 7=(1) 8=(0)  
9=(2) 10=(1) 11=(0) 12=(0) 13=(0) 14=(0) 15=(0)

10. background investigation

1=(0) 2=(0) 3=(0) 4=(6) 5=(3) 6=(4) 7=(2) 8=(1)  
9=(3) 10=(2) 11=(1) 12=(0) 13=(0) 14=(0) 15=(0)

11. interviewing

1=(3) 2=(5) 3=(2) 4=(2) 5=(3) 6=(0) 7=(2) 8=(0)  
9=(1) 10=(1) 11=(2) 12=(1) 13=(0) 14=(0) 15=(0)

12. “Try-Out” service

1=(0) 2=(3) 3=(0) 4=(1) 5=(2) 6=(1) 7=(6) 8=(4)  
9=(0) 10=(0) 11=(4) 12=(0) 13=(2) 14=(0) 15=(0)

13. question and answer settings

1=(0) 2=(0) 3=(0) 4=(0) 5=(1) 6=(0) 7=(9) 8=(0)  
9=(7) 10=(1) 11=(2) 12=(0) 13=(2) 14=(1) 15=(0)

14. subtle group interviewing

1=(0) 2=(0) 3=(0) 4=(0) 5=(0) 6=(0) 7=(0) 8=(0)  
9=(2) 10=(1) 11=(0) 12=(4) 13=(4) 14=(3) 15=(1)

15. recreational experiences

1=(0) 2=(0) 3=(0) 4=(0) 5=(0) 6=(2) 7=(0) 8=(0)  
9=(1) 10=(8) 11=(3) 12=(5) 13=(4) 14=(9) 15=(0)

**2. Which aspect of the Strategy was the most revealing (“eye-opener”) to you?**

1.	resume	0
2.	application	0
3.	phone interviewing	0
4.	work samples	1
5.	personal and biographical questionnaire	1
6.	personality profiling	0
7.	spiritual gifts inventory	0
8.	birth order analysis	4
9.	referencing	7
10.	background investigation	5
11.	interviewing	0
12.	“Try-Out” service	1
13.	question and answer settings	0
14.	subtle group interviewing	1
15.	recreational experiences	11

**3. Which of these methods will you now adopt for your own associate pastor selection strategy? (check as many as apply)**

1.	resume	5
2.	application	7
3.	phone interviewing	5
4.	work samples	5
5.	personal and biographical questionnaire	6
6.	personality profiling	8
7.	spiritual gifts inventory	6
8.	birth order analysis	3
9.	referencing	9
10.	background investigation	10
11.	interviewing	5
12.	“Try-Out” service	6
13.	question and answer settings	6
14.	subtle group interviewing	6
15.	recreational experiences	7

**4. Do you plan on adopting the Strategy for your own associate pastor selection?**

1.	Yes	16
2.	I will adopt aspects of it that are usable in my situation, but not all of it.	7
3.	No, I will not be using any of it.	0

## **Appendix H**

### **Suggestions and Comments Regarding the Associate Pastor Selection Strategy (from the Formative Evaluation)**

The formative evaluation ended by allowing respondents to write in any suggestions to make the “strategy” more effective and to address any weaknesses.

#### **The following suggestions were given:**

The strategy is strong, however I think the issue of different personalities for different pastors needs to be dealt with. The components of the strategy will likely change depending on the personality of the senior pastor, as well as the vision and aggressiveness of the senior pastor.

Great strategy! Only weakness or suggestions, if a candidate is not selected due to failure of a background check, drug screen, or motor vehicle records check, I believe you have to give them an opportunity to access this information.

Excellent strategy. Extremely useful for pastors. I would recommend the Michigan District utilize this material for churches. It seems like an overwhelming process, but a necessary and vital one. Is there anyway to make it appear less daunting?

Guidelines and process are awesome, but perhaps a little more on discernment, which you alluded to (handshake illustration) but didn't highlight. It's subjective, but important to at least be aware of own subjectivity. Great job - thanks for the opportunity.

#### **The following comments were also given:**

This is great material.

Awesome!

It's excellent! Thank you for including me in this seminar.

Excellent information, gives an easy to use step by step process in this strategy.

I'll let you know after I try it out. Seems great to me!

No weaknesses seen. Phil Krist was very thorough and very well read. Thank you.



What a great presentation! This needs to be taught on college campuses and throughout the Michigan District!

It was a lot to take in. I will give it more thought. I only wish I would have had this info years ago. Much heartache would have been avoided. I appreciated the strategy and will certainly use it to my benefit in years to come.

## **Appendix I**

### **The Associate Pastor Selection Strategy Guide & Checklist**

#### **Phase One:            Adopt Seven Pre-selection Principles and Practices**

- I.        An Effective Selection Process Must Be a Priority.
- II.       Effective Selection Begins with Preparation.
- III.      Effective Selection is Saturated with Prayer.
- IV.      Effective Selection will Utilize Personnel.
- V.       Effective Associate Pastor Selection Prepares a Pastoral Portfolio.
- VI.      Effective Associate Pastor Selection Compiles Selection Packets.
- VII.     Effective Associate Pastor Selection Recognizes the Peculiarity of Associate Pastoral Selection.

#### **Phase Two:            Initiate Selection Criteria Development**

- I.        Christian Life and Leadership (Acts 6:3; Acts 20:28-35; 1 Tim. 3:1-13; Titus 1:6-9; and 1 Peter 5:2-4)
- II.       Character
- III.      Call
- IV.      Compatibility
- V.       Chemistry
- VI.      Competency
- VII.     Compensation

#### **Phase Three:          Perform Basic Screening**

- Part One:            Resume Screening
- Part Two:           Request and Review Applications
- Part Three:          Phone Interviews with “High Potential” Applicants

#### **Phase Four:           Perform Intermediate Screening**

- Part One:           Request and Review Work Samples
- Part Two:           Request and Review Completed Personal and Biographical Questionnaires.
- Part Three:          Request and Review Completed Personality Profiles.
- Part Four:           Request and Review Completed Spiritual Gift Inventories.

**Phase Five:**

**Implement Advanced Screening**

- Part One: Perform Referencing
- Part Two: Perform Ten Risk Management Selection Steps
- Part Three: Assess Applicant's Ministry Skills
- Part Four: Perform Preliminary In-person Interviewing

**Phase Six:**

**Implement the "Candidacy Experience"**

- Part One: Testing - the "Try-out" Service
- Part Two: Formal Interviewing
- Part Three: Question and Answer Settings
- Part Four: Unstructured Evaluation Experiences

**Phase Seven:**

**Implement the Decision-making Stage to Extend the Candidate an Invite or Decline Response.**

- Part One: Prepare a Decision Matrix
- Part Two: Utilize the Best People-Decision Tool: Prayer

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## **Vita**

Philip David Krist, was born in Coldwater, Michigan on December 13, 1955.

After graduating from Winston Churchill High School in Livonia, Michigan, in 1974, he entered Southeastern University in Lakeland, Florida. From Southeastern University he received a Bachelor of Arts in Ministerial Studies in 1978. In 1981, He received a Master of Arts in Theology degree from Fuller Theological Seminary in Pasadena, California. He also completed course work at Evangel University (Springfield, Missouri), Ashland Theological Seminary (Ashland, Ohio) and the Assemblies of God Theological Seminary (Springfield, Missouri). He began his Doctor of Ministry studies with Gordon-Conwell Theological Seminary in 2003 and this project is presented in partial fulfillment for the requirements of the Doctor of Ministry Degree. His studies shall be completed in May 2007.

Philip Krist currently lives in Shelby Township, Michigan, with wife Becky, and their three children, Julie, Jonathan and Jennifer. He serves the congregation of Lakeside Assembly of God, where he has been their senior pastor for the last twenty-one years.